

Factors That Play A Role In Increasing Food And Beverage Employee Loyalty

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Abstract

This study examines how intrinsic motivation and monetary incentives affect employee loyalty in the food and beverage sector. Given the high turnover rate in the service sector, the goal of this study is to ascertain how workers' long term commitment may be strengthened by combining material incentives with psychological reinforcement. This research employs both descriptive and associative methodologies in a quantitative manner. 100 workers were chosen using the Slovin algorithm with a 5% margin of error, and structured questionnaires were used to gather data. Using IBM SPSS version 27, multiple linear regression, traditional assumption tests, and hypothesis tests (t-test and F-test) utilized to analyze the data. The result show that employee loyalty is significantly improved by both monetary incentive and intrinsic motivation, both concurrently and partly. The F-test results ($F = 74.775$; sig. 0.000) confirm the simultaneous effect, according to the coefficient of determination ($R^2 = 0.607$), these two factors account for 60.7% of the variance in employee loyalty. In comparison to intrinsic motivation ($t = 4.195$), financial reward has a somewhat greater impact ($t = 7.699$). The regression model $y = 0.133 + 0.289(x1) + 0.335(x2)$, this study demonstrates that retaining employee loyalty un the F&B industry requires a mix of monetary incentives and psychological support. The research suggests that F&B managers combine financial compensation and intrinsic motivation to optimize staff retention. This well-being and professional recognition-based strategy effectively reduces turnover costs and increases productivity, ultimately supporting service industry stability and regional economic growth. Theoretically, this study updates HR management by proving that the synergy between incentives and psychological factors is key to loyalty, going beyond previous research that focused on only one aspect.

Keywords: Financial Compensation, Intrinsic Motivation, Employee Loyalty, Food and Beverage Industry.

INTRODUCTION

Employee loyalty is a fundamental element in organizational sustainability, especially in the era of global economic dynamics characterized by increased labor mobility and post pandemics work patterns. According to (Pandey & Khare, 2012), employee loyalty is the willingness to remain within an organization, demonstrated through commitment to company success and the belief that working in the organization is the best choice. International studies, such as (Alshamrani et al., 2022), indicate that loyalty declines when organizations fail to provide fair compensation and a meaningful development space. Meanwhile, local research by (Garini & Heryjanto, 2021) emphasizes the role of financial compensation in strengthening employee loyalty within the Indonesian manufacturing sector.

Employee loyalty is influenced not only by organizational policies but also by employees' internal psychological experiences. Empirical studies indicate that intrinsic motivation significantly strengthens employee loyalty, as employees who experience internal fulfillment tend to demonstrate stronger emotional attachment and long-term commitment (Zunaidi et al., 2023). Fair and adequate financial compensation has also been identified as a key factor that increases employees' willingness to remain within an organization (Padmawati et al., 2023). Evidence from the Indonesian context further supports this argument. Citra & Fahmi, (2019) found that employee loyalty is significantly improved by job incentive, implying that employees who feel internally encouraged are more likely to develop stronger attachment and long-term commitment to their organization.

This study focuses on a food and beverage manufacturing company in Indonesia with a long historical background dating back to the 1960s. The company underwent a structural

transition in 2021, involving long-term employees who chose to continue their careers in the newly formed entity. However, data from the Human Resources Department between 2021 and 2025 reveals significant fluctuations in employee resignations, indicating a persistent turnover phenomenon. The number of resignations started at 9 individuals in 2021, surged to 18 in 2022, and reached a peak of 25 in 2023, before slightly stabilizing at 18 and 19 in 2024 and 2025, respectively. This continuous turnover trend indicates that employee loyalty remains a critical issue.

Initial observations suggest that these challenges are closely related to perceptions of inadequate financial compensation and low intrinsic motivation, as reflected in the lack of innovative initiatives and declining involvement in operational development. This condition is consistent with Self-Determination Theory (Deci & Ryan, 1985), it emphasizes satisfy psychological needs for the purpose of maintain prolonged commitment and professional engagement. Furthermore, stronger intrinsic motivation developed by workers who believe their job is worthwhile and consistent with their own beliefs, which in turn contributes to higher commitment and long-term attachment to the organization (Roos et al., 2022).

Previous studies by Dharmadi et al., (2023), Azzuhairi et al., (2022), and Alyusri et al., (2023) demonstrates that financial compensation, intrinsic motivation, and employee loyalty are all positively correlated. However, empirical result in various contexts still show inconsistencies. Caesariano & Windayanti, (2022) emphasize that intrinsic motivation is often more dominant than financial compensation in building long-term commitment. On the other hand, recent international evidence indicates that compensation has not only a direct effect but also an indirect effect through psychological mechanisms such as job satisfaction (Kencana & Ketut, 2023). In support of this, the result of (Zayed et al., 2022) that a well-designed compensation system will increase motivation and positive work attitudes, which are ultimately effective in reducing turnover and strengthening employee psychological engagement.

Significant research voids persist regarding the dynamics of employee loyalty within regional manufacturing sectors, especially those navigating unique organizational shifts. Scholars such as Kaban & Kulsum (2023) and Ndudi & Francis (2023) have underscored the importance of financial rewards, yet their studies do not account for the specific complexities of the Indonesian food production industry. Current literature also presents conflicting views; (Caesariano & Windayanti, 2022) prioritize psychological drivers, whereas (Kencana & Ketut, 2023) emphasize the supremacy of monetary compensation. This study addresses these inconsistencies by offering an integrated analysis of both external and internal determinants within a company undergoing structural transition, thereby providing a more nuanced perspective on human capital retention.

RESEARCH METHODS

This study utilizes a quantitative approach with descriptive and associative methods. According to (Sugiyono, 2018), the associative method is a research design used to determine the relationship or influence between two or more variables, providing a basis for explaining causal effects. Furthermore, as noted by Al-Ghazali (2021), this approach ensures systematic data collection and analysis to produce objective conclusions. By integrating these perspectives, the research aims to clarify how financial compensation and intrinsic motivation specifically impact employee loyalty in the food and beverage sector.

Intrinsic motivation involves the internal drive to work based on personal satisfaction and the perceived meaning of the job. According to Bangun (2012), this motivation arises from an internal awareness of the importance and benefits of the work performed. Employees who are driven by internal factors such as achievement, recognition, and responsibility tend

to develop a deeper psychological connection to the organization (Potu et al., 2021). These motivational factors encourage individuals to perform optimally without depending on external stimuli, which in turn strengthens their dedication and intention to stay (Zalika et al., 2024). This theoretical concept predicts that employee loyalty would be positively and significantly intrinsic motivation as well.

Material incentives and psychological satisfaction work together to develop employee loyalty rather than a single element. While financial compensation addresses the economic needs of the workforce, intrinsic motivation fulfills the need for professional growth and self-actualization. According to Potu et al., (2021), internal motivation, when supported by fair organizational rewards, creates a comprehensive foundation for human capital retention. This integrated approach ensures that employees remain committed to organizational goals, especially during structural transitions. Therefore, this study also suggests that financial compensation as well as intrinsic motivation have a good and significant influence on employee loyalty.

This study examined the affects of monetary pay and intrinsic motivation on employee loyalty using a quantitative research methodology and as associative descriptive technique. This methodology facilitated the examination of direct effects among the independent variables (x_1 and x_2) and the dependent variable (y). To guarantee data quality. The study instruments were rigorously tested for validity and reliability before the primary analysis. Data analyses were conducted using IBM SPSS Statistics 27, resting the suggested hypotheses using multiple linier regression as the main analytical method. The research employed primary data collected through structured questionnaires distributed to employees of a food and beverage manufacturing company in Indonesia. From a population of 132 workers, 100 were chosen for the sample using the Slovin formula with a 5% margin of error. A 5 – point Likert scale was used to assess each variable, and validated markers form the literature were used to operationalize the result.

Tabel 1. Operational Variables

Variable	Definition & Indicators	Measurement Approach	Source
Financial Compensation (x_1)	Rewards provided as a return for contributions. Dimensions: Direct and Indirect Compensation. Indicators: Basic salary, Performance pay, Incentives, Deferred pay, Protection programs, Overtime pay, Facilities.	Likert scale with five points (5 for strong agreement and 1 for severe disagreement)	(Sinambela, 2019)
Intrinsic Motivation (x_2)	Internal drive based on personal awareness. Dimensions: Achievement motivation and Morale. Indicators: Achievement, Recognition, Advancement, Work itself, Responsibility.	Likert scale with five points (5 for strong agreement and 1 for severe disagreement)	(Bangun, 2012)
Employee Loyalty (y)	An employee's willingness to maintain their relationship with the organization. Indicators: Obedience or compliance, Responsibility, Dedication, Honesty.	Likert scale with five points (5 for strong agreement and 1 for severe disagreement)	(Saydam (2004) in Maineldi et al., 2014)

The data analysis was conducted to evaluate the variables within the food and beverage industry. Initially, as shown in Table 2, the data distribution was summarized using descriptive statistics.

Table 2. Descriptive Statistics

Variable	N	Mean	Category
Financial Compensation (x1)	100	4.16	High
Intrinsic Motivation (x2)	100	4.53	Very High
Employee Loyalty (y)	100	4.14	High

Based on Table 2, Intrinsic Motivation (x2) shows the highest mean score of 4.53, categorized as "Very High," while Financial Compensation (x1) and Employee Loyalty (y) follow with high categories. This high internal drive suggests that employees in the studied firm possess a strong personal commitment to their roles despite organizational transitions. This personal analysis is emphasized by Zunaidi et al., (2023), the researcher said internal fulfillment often leads to stronger emotional attachment in manufacturing contexts.

The validity and reliability of the research instruments were examined to guarantee measurement accuracy in the context of the food and beverage business. Cronbach's Alpha was used to quantify internal consistency, while Pearson Product-Moment correlation was used to evaluate validity. According to (Ghozali, 2019) and (Sugiyono, 2018) an instrument is deemed statistically sound if the Cronbach's Alpha coefficient is more than 0.60 and the r-calculated value is greater than 0.195 (for n = 100). Table 3 provides an overview of these findings.

Table 3. Instrument Quality Test

Variable	r - calculated	r - table	Status	Cronbach's Alpha	Status
Financial Compensation (x1)	0.614 – 0.830	0.195	Valid	0.845	Reliable
Intrinsic Motivation (x2)	0.714 – 0.829	0.195	Valid	0.821	Reliable
Employee Loyalty (y)	0.815 – 0.899	0.195	Valid	0.884	Reliable

Source: Processed data (2026)

According to the instrument test findings in Table 3, all statement items were declared valid as the r-calculated values (ranging from 0.614 to 0.899) are significantly greater than the r-table (0.195). This indicates that the questionnaire accurately represents the indicators of financial compensation, intrinsic motivation, and employee loyalty. Furthermore, the high level of reliability is evidenced by Cronbach's Alpha values (x1: 0.845; x2: 0.821; y: 0.884), which are all well above the 0.60 threshold. This personal analysis confirms that the instrument is consistent and stable, ensuring that the generated data is suitable for robust statistical analysis, as suggested by (Ghozali, 2019).

The model was tested to ensure it met the Best Linear Unbiased Estimator (BLUE) standards prior to multiple linear regression analysis. This includes normality, multicollinearity, and heteroscedasticity tests to guarantee that the results are unbiased and statistically reliable, as suggested by (Ghozali, 2019).

Table 4. Classic Assumption Tests

Test Type	Indicator	Result / Value	Criteria	Status
Normality	P – P Plot	Dots follow diagonal line	Normal Distribution	Fulfilled
Multicollinearity	Tolerance	0.736	> 0.10 (No Multicollinearity)	Fulfilled

	VIF	1.359	<10.0 (No Multicollinearity)	Fulfilled
Heteroscedasticity	Scatterplot	Random/No Pattern	Non-heteroscedasticity	Fulfilled

Source: Processed data (2026)

The results in Table 4 confirm that all classical assumptions are fulfilled. Data points that follow the diagonal line are shown using the P-P Plot normalcy test, indicating a normal distribution. Multicollinearity is nonexistent since the VIF value (1.359) is much below 10.0 and the Tolerance (0.736) is over 0.10. Additionally, the scatterplot analysis reveals no specific patterns, confirming non-heteroscedasticity. According to my own investigation, the regression model works well and is suitable for testing hypotheses. The fulfillment of these assumptions ensures that the relationship between compensation, motivation, and loyalty reflects an actual organizational phenomenon rather than statistical bias (Ghozali, 2019)

Using multiple linear regression analysis, the degree of influence and forecast between the independent and dependent variables were evaluated. In this research, the analysis determines the result of Financial Compensation (x_1) and Intrinsic Motivation (x_2) on Employee Loyalty (y), as summarized in Table 5.

Table 5. Multiple Linear Regression Analysis

Model	Unstandardized B	Std. Error	Beta	t-value	Sig
(Constant)	0.133	1.592		0.83	0.934
Financial Compensation (x_1)	0.289	0.037	0.572	7.699	0.000
Intrinsic Motivation (x_2)	0.335	0.080	0.311	4.195	0.000

Source: Processed data (2026) Based on the data in Table 5, the regression equation is stated the following:

$$y = 0.133 + 0.289 x_1 + 0.335 x_2 + e$$

Employee Loyalty is positively impacted by both independent variables, as this equation demonstrates. Between the two, Financial Compensation (x_1) contributes more strongly to loyalty, as shown by a greater t-value of 7.699 compared to Intrinsic Motivation (x_2) with 4.195. This suggests that while both factors are significant, the external reward system remains the primary driver for employees in the food and beverage industry. This personal analysis is consistent with Sinambela (2019), who argues that compensation is the most direct instrument to maintain human capital. Furthermore, the significant role of intrinsic motivation aligns with Bangun (2012), implying that internal satisfaction provides a secondary layer of commitment that reinforces the effects of financial rewards.

Using the coefficient of determination test, the model's ability to explain the variation in the dependent variable was assessed (Ghozali, 2019). The test results are shown in Table 6 below:

Table 6. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.779	0.607	0.598	1.633
Predictors : (Constant), Financial Compensation, Intrinsic Motivation				

Source: Processed data (2026)

The factors Financial Compensation (x_1) and Intrinsic Motivation (x_2) account for 60.7% of the variation in Employee Loyalty, according to Table 6's R Square value of 0.607. In the meanwhile, factors not included in this model account for the remaining 39.3%. The model's high degree of goodness of fit for forecasting employee loyalty is further supported by the Adjusted R Square score of 0.598. This personal analysis suggests that the combination of material and non-material factors provides a robust framework for understanding employee

retention in the food and beverage industry, as supported by the reliability of the statistical estimates (Ghozali, 2019).

Hypothesis testing was conducted to measure the partial and simultaneous effects of variables and to ensure that the research model was statistically acceptable (Sugiyono, 2018). Table 7 summarizes the outcomes of the t-test and F-test which assess each predictor's significance.

Table 7. Hypothesis Testing (t-test and F-test)

Variable	Unstandardized B	t	Beta	Sig.t	F	Sig.f	R Square
(Constant)	0.133	0.083		0.934	74.775	0.000	0.607
Financial Compensation (x1)	0.289	7.699	0.572	0.000			
Intrinsic Motivation (x2)	0.335	4.195	0.311	0.000			

Source: Processed data (2026)

The results in Table 7 demonstrate Financial Compensation (x1) has a notable partial influence on Employee Loyalty ($t = 7.699$, $p < 0.05$). Intrinsic Motivation (x2) also demonstrates a significant partial impact ($t = 4.195$, $p < 0.05$). Simultaneously, the F-value of 74.775 ($p < 0.000$) confirms that both variables significantly influence loyalty at the research site. These findings suggest that employee retention strategies must address both economic needs and psychological satisfaction. Specifically, financial compensation was found to be the most dominant predictor ($\beta = 0.572$), indicating that a competitive reward system remains the primary instrument for maintaining human resources. This personal analysis reinforces (Sinambela, 2019), who states that compensation is the main tool organizations use to retain talent. Furthermore, the significant role of intrinsic motivation ($\beta = 0.311$) aligns with Bangun (2012), suggesting that while money attracts employees, internal satisfaction and career development ensure long-term commitment. This integrated approach proves that loyalty is a result of fulfilling both material and non-material needs.

RESULTS AND DISCUSSION

The study involved 100 employees of PT SBCR as respondents. Based on the collected data, the respondent profile is dominated by male employees (70%), with the majority falling within the productive age range of 25 to 35 years. In terms of length of service, most respondents have worked for more than three years, indicating that the data obtained comes from employees who have a stable understanding of the company's work environment.

Before conducting the hypothesis testing, a descriptive analysis was performed to evaluate the distribution of scores for each variable. The variable of Financial Compensation (X1) is generally perceived in the "Good" category. Interestingly, the indicator for "Deferred Pay," which includes holiday allowances and future guarantees, achieved the highest score of 4.53, while the "Basic Salary" indicator received the lowest response among other compensation elements. Furthermore, the Intrinsic Motivation variable (X2) reached a "Very Good" category with an overall average score of 4.53. Within this variable, the "Achievement" indicator recorded the highest score of 4.70, reflecting high employee pride and dedication, whereas "The Work Itself" indicator was the lowest at 4.43. Meanwhile, the dependent variable of Employee Loyalty (Y) is categorized as "Good" with an average of 4.37. While the overall commitment remains

high, the analysis of individual indicators suggests that "Transparency" and openness in reporting progress show a significant need for improvement.

IBM SPSS version 27 was used for the statistical study to determine how Financial Compensation (X_1) and Intrinsic Motivation (X_2) affected Employee Loyalty (Y). The following equation displays the multiple linear regression analysis's findings based on the coefficients table: Y is equal to $0.133 + 0.289X_1 + 0.335X_2$. Financial compensation has a strong positive impact on loyalty, according to the partial hypothesis testing (t-test), with a significance value of 0.000 and a t-count of 7.699, which is much higher than the t-table of 1.660. In a similar vein, the t-count of 4.195 for intrinsic motivation indicates a strong positive influence, surpassing the t-table of 1.660 with a significance of 0.000. Concurrently, the results of the ANOVA test reveal an F-value of 74.775 with a significance level of 0.000, indicating that both factors work together to affect employee loyalty. These two factors account for 60.7% of the loyalty variable, with variables outside of this study model accounting for the remaining 39.3%, according to the model summary's coefficient of determination of 0.607.

Discussion

In the Indonesian manufacturing industry material incentives continue to be the key pillar for retaining human capital, as shown by the result that financial pay has a significant beneficial impact on employee loyalty. This result aligns with Sinambela (2019) and Padmawati et al., (2023), who argue that fair compensation is a fundamental exchange that makes employees feel valued. However, a deeper look at the employee responses reveals that the basic salary indicator is perceived as the weakest element compared to other rewards. Based on this finding, the researcher suggests that management perform a periodic evaluation of the wage structure

To ensure alignment between the heavy workload and the remuneration received. Maintaining competitive salaries according to industry standards will not only fulfill material needs but also serve as an effective long-term retention instrument, as suggested by Dharmadi et al., (2023) and Garini & Heryjanto (2021).

Regarding intrinsic motivation, the analysis confirms its significant role in enhancing employee loyalty, which is consistent with Self-Determination Theory (Deci & Ryan, 1985) and research by (Zunaidi et al., 2023). Both studies revealed that internal satisfaction provides the emotional energy necessary for long-term dedication. Interestingly, the specific aspect of the "work itself" was identified as the least motivating factor at the research site. To address this, the firm is encouraged to implement better workload management and ensure that supervisors provide routine guidance, mentoring, and evaluations for their subordinates. By improving the quality of supervision and ensuring employees feel supported in their roles, as emphasized by Potu et al., (2021) and Citra & Fahmi (2019). the firm can strengthen the psychological connection between the staff and their daily tasks.

Lastly, the overall employee loyalty is significantly shaped by the synergy of financial and psychological fulfillment, supporting the views of Zayed et al., (2022) and Azzuhairi et al., (2022). Although loyalty is generally categorized as good, there is a notable weakness regarding transparency and openness in reporting work progress. This suggests that employees do not yet feel fully comfortable or safe sharing challenges with their superiors, which can hinder communication effectiveness. Therefore, the firm is advised to build a more supportive communication climate through two-way dialogue, providing a "safe space" for opinions, and fostering a trust-based culture. Creating routine discussion forums and coaching activities, as suggested by Alyusri et al., (2023) and Pandey & Khare (2012), will inspire workers to be truthful and open, strengthening their dedication to the company's long term success.

CONCLUSION

This study examined the partial and simultaneous effects of external and internal factors, particularly financial compensation and intrinsic motivation, on employee loyalty within the Indonesian food and beverage manufacturing sector. By integrating human resource management theories with a focus on organizational transition, the study offers a deeper understanding of how firms can sustain their human capital during structural changes. The findings consistently supported all three hypotheses, employee loyalty is significantly positively impacted by both financial compensation and intrinsic motivation, together with financial compensation emerging as the most dominant predictor. This dominance of financial rewards is largely driven by the high cost of living and the pragmatic economic needs of the labor force in Indonesia's manufacturing sector, where tangible benefits provide the immediate security necessary for long-term commitment. Furthermore, in an industry characterized by high physical demands and repetitive operational tasks, financial incentives often serve as the most concrete form of professional recognition that outweighs the abstract fulfillment of the work itself. Consequently, while internal satisfaction matters, it is the stability of the reward system that acts as the primary anchor for employee retention during periods of organizational instability. Beyond its theoretical contributions, the study's conclusions have significant applications for management and HR professionals. For the firm, financial compensation should not be perceived solely as a cost, but as a primary instrument for stability; therefore, it is crucial to perform periodic evaluations of the wage structure to ensure that basic salaries remain competitive and aligned with the current workload. Furthermore, to strengthen intrinsic motivation, management should focus on improving workload distribution and ensuring that supervisors provide routine guidance and mentoring to reconnect employees with the meaningfulness of their work. To address weaknesses in loyalty, particularly regarding transparency, the firm should foster a more supportive and open communication climate through two-way dialogue and regular coaching. Such proactive strategies enable the organization to convert structural transitions into opportunities for building a more loyal and transparent workforce. This study also opens several promising avenues for future research, incorporating other factors like leadership philosophies or company culture to provide a more thorough picture of retention dynamics. Lastly, a longitudinal design is recommended to examine the evolution of employee loyalty over a longer period following organizational transitions.

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