The Effect of Career Development and Compensation on Employee Work Motivation at Tourism Attraction in West Java

Harman Malau[1] and Justin Hidayat Soputra[2]
Universitas Advent Indonesia
jsoputra@gmail.com

ABSTRACT

The problem in this study is about the problem of employee motivation at work. Here will be examined whether employee work motivation can be improved by providing career development and compensation to employees.

The purpose of this study was to determine the effect of career development and compensation on employee motivation in tourist attractions in West Java. This research method is a qualitative method using a sample of 132 respondents from Dago Dream Park and Dusun Bambu employees. Data analysis uses correlation coefficient analysis, coefficient of determination, significance test using SPSS version 23.

The results showed that career development was given well which was seen from the total average value of 3.85, also employees were given good compensation which can also be seen from the total value of an average of 3.67 and employees had good work motivation that was seen of the total average value of 3.77. The results of the study also showed an influence between career development and compensation for work motivation with the magnitude of influence 61.7% and significant at α 0.05.

The conclusion is that there is an increase in employee motivation when given career development and adequate compensation and in accordance with applicable regulations.

Keywords: Career Development, Compensation, Work Motivation.

INTRODUCTION

Motivation is an effort that can cause a person or group of people to be moved to do something because they want to achieve the desired goal or get satisfaction with their actions (KBBI, 2008: 930). You could say motivation is an encouragement from someone to move and that become important part for employees and companies in a positive and beneficial way.

Forjulian (2009) revealed that there are several factors why employee's motivation decrease or does not exist at all, namely, not satisfied with the income earned, repetitive routines, uncomfortable working environment, lack of skills in work, and no purpose in working.

This can be seen from the award obtained by Telkom in the 2018 Best Company to Work for in Asia event provided by the Business Media International (Telecom: 2018). One of the assessments taken is the motivation of employees in their work and Telkom has also made the best mechanism for the provision of incentives or compensation and career development programs to encourage the motivation of their employees in providing the best performance.

Anna Johhanson (2017) in her article "3 Things That Can Impact Employee Confidence (and Performance)" revealed that the level of self-confidence or motivation and performance of employees can be influenced by three things, namely lack of support and positive motivation from the leadership, bullying attitude or negative attitudes and actions from leaders and coworkers, and the low compensation received by employees. Therefore, companies or organizations must keep every employee from avoiding these 3 things so that employee motivation is maintained.

Companies or organizations must be able to compete globally and every company must have employees who are always reliable. In the article "HR Management: Career Development" written by Halim Malik (2011), to be able to keep abreast of developments, companies or organizations must carry out career development for employees. With this career development, there is a change in skills and attitudes of these employees so that it has a positive impact on the company.

In this career development it also cannot be done carelessly and done because it has a relationship or closeness. But this career development is carried out in a standardized and accountable capacity and in accordance with the needs of the company.

Fariba and Abila (2011) explain that career development is a way for employees to build career plans in the future so they can get optimal work results for the company and employees. To be able to get optimal results, this career development is a series of activities for life.

On the other hand, compensation is one of the drivers of employee work motivation as well as career development. Compensation can be in the form of salary, incentives, bonuses, and so on. We can see this from the case of PT. Contract employees. Transjakarta. "Transjakarta Employees: Increasing Status for Our Hearts is Conducive and Comfortable to Work" (Puspita: 2017), they are asking for career development from those previously contracted employees to permanent employees. This disturbed their work motivation because they did not have job certainty after the work contract was completed.

The same thing was also expressed by Itje Chodijah (Chotimah: 2017) in his argument that many honorary teachers were not motivated maximally in teaching because of the difficulty of

honorary teachers in obtaining civil servant status that began in unclear administrative arrangements and compensation work that is not comparable to work.

From the above problems and driven by a sense of wanting to find out more about how "The Effect of Career Development and Compensation on Motivation of Employee Work at tourism attraction in West Java"

This research is expected to increase the knowledge of both theory and practice in the field of human resources, especially regarding the influence of career development and compensation on employee motivation, providing some information about the factors that motivate employees to work. Thus this research can contribute to companies in perfecting employee development programs and their compensation and increasing knowledge and can be used as reference material for other researchers who want to conduct research on career development, compensation and their influence on work motivation.

LITERATURE REVIEW

This career development must be a concern of companies or organizations because with this career development the company can get potential - the best potential of employees that can have a positive impact on the company. According to Hamali (2016: 153), Widodo (2015: 79), Noe, Hollenbeck, and friends (2015: 406) and Mathis and Jackson (2008: 304), development is an effort to improve one's abilities and expertise so that they can provide satisfying and better results than before.

Development Method

According to Dessler (2016: 293), development can be done by doing some training, namely:

1. On the Job Training.
2. Internship Training.
3. Informal learning.
4. Job Instruction Training.
5. Lecture.
6. Programmed Learning.
7. Behavior modeling.
8. Audiovisual Based Training.
9. Frontroom Training.
10. Computer Based Training.
11. Learning with Simulation.
12. Lifelong and Literacy Training Techniques.

According to Wahjono (2015: 78), HR development or career development can be done in several ways, namely:

1. On Job Training
2. Off the Job Training

According to Noe, Hollenbeck, and friends (2015: 409), development can be done in several ways, namely:

1. Self Assessment.
2. Reality Check.
3. Goal Settings.
4. Action Planning.
5. Interpersonal Relationships.

According to Suwatno and Donni (2016: 111), there are several development methods, namely:

1. Educational methods.
2. Training methods.

According to Mathis and Jackson (2008: 304), development can be carried out in several ways, namely:

1. Develop special abilities / competencies.
2. Analysis of development needs.
3. Approach to work site development.
4. An off-site development approach.
5. Study organizational development efforts.
6. Development of supervisors.
7. Leadership development.
8. Management modeling.
9. Management guidance.
10. Management mentoring.
11. Executive education.
12. Problems with management development efforts.

Development Goals

According to Hamali (2016: 155) and Marwansyah (2016: 156), the purpose of development is to improve the ability and expertise of employees so that they can provide productivity that has an impact on achieving maximum company goals.

According to Suwatno and Donni (2016: 105), there are several development goals, namely:

1. Work productivity.
2. Efficiency.
3. Damage.
4. Accidents

5. Service.
6. Employee morale.
7. Career.
8. Leadership.
9. Compensation.

According to Mathis and Jackson (2008: 304), there are several career development goals, namely:

1. Availability of quality people when needed.
2. Possibility of promotion from within.
3. Competitive advantages based on HR.

According to Sutadji (2010: 116), there are several career development goals, namely:

1. Develop employees who can be promoted.
2. Reducing turnover.
3. Uncovering potential employees.
4. Encourage growth.
5. Reducing stockpiling.
6. Satisfying employee needs.
7. Assist in the implementation of agreed activity plans.

Work Motivation

Work motivation is an important thing to be maintained in a company or organization. With work motivation, employees can provide their best work.

Definition of Motivation

According to Hamali (2016: 130), Darmadi (2018: 130), Widodo (2015: 187), Hughes, Ginnett, and friends (2012: 310), and Robin and Judge (2015: 127), motivation is an effort or the urge of someone to do or achieve something.

Motivation Theory

According to the "Maslow's Needs Hierarchy Theory" cited by MacShane and Lattimore (2013: 140), there are several theories why people are motivated, namely:

1. Physiological needs such as eating, shelter, and sleep.
2. Security needs such as security, orderliness, and freedom from threats.
3. Love / social needs such as building relationships, feeling of belonging, and feeling affection.
4. Self-esteem needs such as independence, recognition, status, and getting respect from others.
5. Self-actualization such as wanting to grow and increase self potential.

According to Hasibuan quoted by Darmani (2018: 140), there are several theories that motivate others, namely:

1. Material Incentives.
2. Nonmaterill Incentives.

3. Combination of Materill and Non-material Incentives.

According to Robin and Judge (2015: 133), there are several theories that motivate others, namely:

1. Self-determination.
2. Job involvement.
3. Setting goals.
4. Self-efficacy.
5. Strengthening.
6. Justice.
7. Expectations.

According to Adam's motivation theory quoted by Kreitner and Kinicki (2000: 292), there are two components in employee motivation, namely:

1. Input (input).
2. Output (output).

Principles in Work Motivation

According to Noe, Hollenbeck, and friends (2015: 177), the principle of work motivation can be done by:

1. Variety skills
2. Task Identity
3. Autonomy
4. Feedback
5. Task significance

Hamali (2016: 140), the principles of employee motivation are:

1. Principles of Participation.
2. Principles of Communication.
3. Principles to Recognize Subordinate Assets.
4. Principles of Delegation of Authority.
5. Principles of Attention.

According to Siswanto (2012: 122), the principle in employee motivation is:

1. Performance.
2. Appreciation.
3. Challenge.
4. Responsible.
5. Development.
6. Engagement.
7. Chance.

According to Hughes, Ginnett, and friends (2012: 319), the principle in employee motivation is:

1. Achievement orientation.
2. Establishing performance goals and targets.
3. Operational approach: giving rewards and punishments.
4. Empowerment: freedom in making decisions.

Compensation

This compensation is an important thing that the company or organization must provide to employees. This compensation must also be given in accordance with the type and responsibility of the work performed by the employee concerned, if it is not appropriate then this can disrupt the work motivation of the employee.

Definition of Compensation

According to Fahmi (2016: 64), Marwansyah (2016: 269), Dessler (2016: 418), Sinambela (2016: 220), Mathis and Jackson (2008: 360), Dessler (2012: 240), Milkovich and friends (2014: 13), and Rozalena and Dewi (2016: 181), compensation is a form of appreciation to employees either in money or in other forms for the results of work performance that has been given by employees to the company.

Compensation Goals

According to Suwatno and Priansa (2016: 222), the objectives of compensation are several, namely:

1. The bond of cooperation.
2. Job satisfaction.
3. Effective procurement.
4. Motivation.
5. Ensure justice.
6. Discipline.
7. The influence of trade unions.
8. Government influence.

According to Marwansyah (2016: 270), there are several compensation objectives, namely:

1. Get competent / competent employees.
2. Maintain existing employees.
3. Ensure justice.
4. Give appreciation for expected behavior.
5. Control costs.
6. Follow the rules - regulations or applicable laws.
7. Grow mutual understanding.
8. Helps create administrative efficiency.

According to Fahmi (2016: 65), the objectives of compensation are several, namely:

1. To provide and explain the rights and obligations received by an employee.
2. To fulfill the desires that the employee wishes in accordance with the agreement signed.

3. To describe the authority of the company that it is able to pay rewards and various other forms of reward in a timely manner.

4. As an explanation to stakeholders' parties that the company is able to carry out its liquidity obligations in a timely manner.

5. Able to raise the reputation of a loyal and dedicated company in building employee care and welfare.

According to Milkovich and friends (2014: 13), the objectives of compensation are several, namely:

1. Efficient.
2. Justice.

Whereas according to Agus Sunyoto quoted by Subekhi and Jauhar (2012: 180), the purpose of compensation is:

1. Attract employees.
2. Detain competent employees.
3. Motivation and compensation.

Determinants of Compensation

According to Marwansyah (2016: 277), there are several determinants of compensation, namely:

1. Labor Conditions.
2. Government regulations.
3. Work Agreement.
4. Management attitude.
5. Paying Ability.
6. Cost of living.

According to Suwatno and Priansa (2016: 225), there are several factors that influence compensation, namely:

1. Productivity.
2. Ability to pay.
3. Willingness to Pay.
4. Labor Supply and Demand.
5. Labor union.
6. Applicable Laws and Regulations.

According to Mathis and Jackson (2008: 361), there are several factors that influence compensation, namely:

1. Rights.
2. Performance.

According to Dessler (2012: 240), there are several determinants of compensation, namely:

1. Government wages and regulations.

2. How do trade unions influence decisions regarding compensation.

3. Compensation policy.

4. Justice and its impact on the level of payment.

According to Tohardi quoted by Sutrisno (2014: 193-194), arguing there are several factors that influence compensation, namely:

1. Productivity.

2. Able to pay.

3. Willingness to pay.

4. Supply and demand for labor.

Form of Compensation

According to Milkovich and friends (2014: 13), there are several forms of compensation, namely:

1. Cash compensation

2. Benefits.

According to Mondy et al cited by Hartatik (2014: 249), there are several forms of compensation, namely:

1. Direct compensation.

2. Indirect compensation (Fringe Benefit).

Framework of Thinking

Career development has become a crucial thing for companies in facing future developments. If you want to survive, then career development cannot be abandoned by a company or organization.

From the description above, it can be seen that career coaching is related to Human Resource planning, recruitment, and selection in order to staff (staffing) so that it can get a suitable workforce and has potential.

This career development is important for employees in their future career plans. With this plan, the company can be helped in reducing employee turnover and can develop the company in the future.

And in meeting their needs, employees also expect compensation given by the company. This compensation can be financial or non-financial. In providing compensation, the company must always be fair in accordance with the responsibilities and performance of employees. If compensation is given well, then work motivation will be well maintained.

When seen above, the work motivation becomes a very important thing in the company. If the company can maintain and direct this work motivation well, the company will get a maximum development and profit.

Motivation can also arise from outside itself in the direction of behavior and goals to be fulfilled. This can be fulfilled if the company gives a good compensation

In its development and the theories that have been discussed that one that motivates is esteem needs and self-actualization. This can be obtained through a good employee career development system from the company.

Based on the explanation above, it can be concluded that career development and compensation have a strong enough influence to influence employee work motivation

METHODS

Research Design

This study uses a descriptive method in which data is collected based on real conditions, processed, analyzed, and finally drawn.

According to Sugiyono (2017: 147) "descriptive statistics are statistics used to analyze data by describing or describing data that has been collected as it is without making decisions that apply to the general or generalizations."

Research Instrument

The research instrument is the tools used to obtain data. Data obtained by using questionnaires distributed to respondents.

To find out the contents of the questionnaire (questionnaire) whether it is valid or not, it is necessary to test the validity of the questionnaire.

Data Collection Technique

The data collection technique of this study uses primary data, where the primary data is data collected directly from respondents' answers through questionnaires and interviews of the parties concerned.

Research Population and Samples

In this study, the sample was used as the research subject as the source of the data to be processed. The research sample includes data sources that will be distributed to respondents in West Java tourist attractions, namely employees who are in West Java tourist attractions. The author determines and takes the respondents of the study by using the following Slovin formula:

$$n = \frac{N}{1 + (N \ x \ e^2)}$$

Where:

n = Number of elements / members of the sample.

N = Number of elements / members of the population.

e = Error level (the level of error where the author uses an error rate of 5% or 0.05).

Table 1. **Population and Samples**

No	Research Place	Population	Questionnaire Validitation	Sampel	Questionnaire are Back	Questionnaire are broken	Questionnaire can be use
1	Dusun Bambu	95	15	67	67	12	55
2	Dago Dream Park	150	0	110	91	14	77
Total		245	15	177	158	26	132

Operational Variable Definition and Measurement

1. Operational Definition

According to Swarjana (2015: 49) operational variables are "definitions of variables based on theoretical concepts but are operational in nature, so that variael can be measured or can even be tested by both researchers and other researchers."

According to Sani (2016: 32) operational variables are "limits on the scope of variables that will be the material of research"

1) Independent variable

Independent variable (X) is a variable that affects other varivels. In this study which is an independent variable is career development (X1) and compensation (X2).

2) Dependent variable

Dependent variable (Y) is a variable that is influenced by other variables. Dependent variables are also referred to as variables due to the existence of independent variables. The dependent variable of this study is employee motivation.

Table 2. **Measurement Scale Indicator Table**

Variable	Variable Type	Indicator	Questionnaire Question Number	Measurement Scale
X1	Independent Mathis & Jackson (2008:304)	Availability of people who are suitable when needed	1 & 2	Interval
		Possible promotions from within.	3, 4, & 5	
		Guidance and Training by Management	6, 7, & 8	
		Training Outside the Organization	9, 10, &11	
X2	Independent Marwansyah (2016:277)	Cost of living	12	Interval
		Labor Conditions	13 &14	
		Government Regulations	15 & 16	
		Work Agreement	17 & 18	
		Paying Ability	19 & 20	
		Management Attitude	21 & 22	
Y	Dependent (Motivasi Kerja) Siswanto (2012:122)	Involvement	23, 24, & 25	Interval
		Appreciation	26 & 27	
		Development	28 & 29	
		Performance	30, 31, & 32	
		Challenge	33, 34, & 35	
		Chance	36, 37, & 38	
		Responsible	39, 40, & 41	

2.   Measurement of Operational Variables

To find out how the influence of career development and compensation on employee work motivation in West Java tourist attractions, the authors use the Likert Scale as a means of measuring respondents' answers in this study obtained through a questionnaire. Scoring of questionnaires distributed to respondents is ordinal scale and carried out with the following conditions:

Table 3. **Likert Scale**

Interpretation of Mean	Relationship Level
5	Strongly Agree
4	Agree

3	Simply Agree
2	Disagree
1	Strongly Disagree

Sugiyono (2017:94)

Table 4. **Interpretation of the Likert Scale**

Interpretation	Relationship Level
Very high/very good	4,5>
High/good	3,5> - 4,5
Moderate/good enough	2,5> - 3,5
Low/bad	1,5> - 2,5
Very low/very bad	1 - 1,5

Solimun, Fernandes, and friends (2017: 166)

Data Quality Test

There are several assumptions that must be fulfilled first before using multiple regression analysis as a tool to analyze the influence of the variables studied. According to Ansofino (2016: 93) classic assumption test is a statistical requirement that must be fulfilled in multiple linear regression based on ordinary least square (OLS).

Validity Test

Validity means the extent to which the test can measure precisely and can be justified (Sunyoto: 132). A research instrument is said to be valid, if r-count> r-table. The formula is as follows:

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]}}$$

Information :

r: Correlation coefficients between variables X and Y

Y: Dependent variable

X: Independent variable

Measurements to determine significant or not significant by comparing the value of r count with r table values, using Anates v4. The criteria used are:

1.   If r count> r table (at a significant level of 5%), then a valid questionnaire can be said.

2.   If r count <r table (at a significant level of 5%), then the questionnaire can be said to be invalid.

For the validation test, 15 questionnaires were distributed to 15 Dusun Bambu employees and from 15 distributed questionnaires, only 13 were able to be processed because the rest were damaged questionnaires, ie not all questions were answered by respondents.

Table 5. **Table of Results Validity**

Question Number	Processing Results	Correlation of Significance
1	0,935	Very Significant
2	0,842	Very Significant
3	0,883	Very Significant
4	0,876	Very Significant
5	0,868	Very Significant
6	0,834	Very Significant
7	0,766	Very Significant
8	0,911	Very Significant
9	0,742	Very Significant
10	0,928	Very Significant
11	0,816	Very Significant
12	0,295	Not significant
13	0,807	Very Significant
14	0,803	Very Significant
15	0,827	Very Significant
16	0,936	Very Significant
17	0,729	Very Significant
18	0,559	Significant
19	0,677	Very Significant
20	0,633	Very Significant
21	0,824	Very Significant
22	0,8	Very Significant
23	0,905	Very Significant
24	0,822	Very Significant
25	0,848	Very Significant
26	0,771	Very Significant
27	0,805	Very Significant
28	0,855	Very Significant
29	0,237	Not significant
30	0,886	Very Significant
31	0,692	Very Significant
32	0,809	Very Significant
33	0,72	Very Significant

34	0,767	Very Significant
35	0,531	Significant
36	0,809	Very Significant
37	0,833	Very Significant
38	0,726	Very Significant
39	0,866	Very Significant
40	0,797	Very Significant
41	0,819	Very Significant
42	0,775	Very Significant
43	0,797	Very Significant

Anates v4

From the results above, there are two numbers that are not significant or invalid, namely question number 12 and question number 29. Therefore these two questions are not re-listed on the questionnaire distributed to other respondents.

Reliability Test

Reliability shows an understanding that an instrument can be trusted to be used as a data collection tool because the instrument is good (Sunyoto: 133). The reliability test for the formula is:

$$r_n = \left(\frac{k}{k-1}\right)\left(1 - \frac{\sum ab^2}{ab^2}\right)$$

To find out whether a variable is reliable or not, a statistical test is performed by looking at Cronbach's Alpha, if the alpha value is> 0.60 then reliable.

Table 6. **Reliability Test Results Table**

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1	117.2308	324.692	.764	.814
X2	111.4615	423.103	.797	.867
Y	84.3846	195.923	.908	.731

From the results above, the Cronbach's Alpha value for career development (X1) is 0.814, compensation is 0.867, and work motivation is 0.731. This value is greater than 0.60 and is declared reliable.

Normality test

According to Noor (2017: 174) the normality test is conducted to find out whether the data taken is based on the population that is normally distributed or not.

To test whether the study sample is a normal type of distribution, use Kolmogorov-smirnov. The decision making method for normality test is if the significance is> 0.05 then the data is normally distributed, and if the significance is <0.05 then the data is not normally distributed.
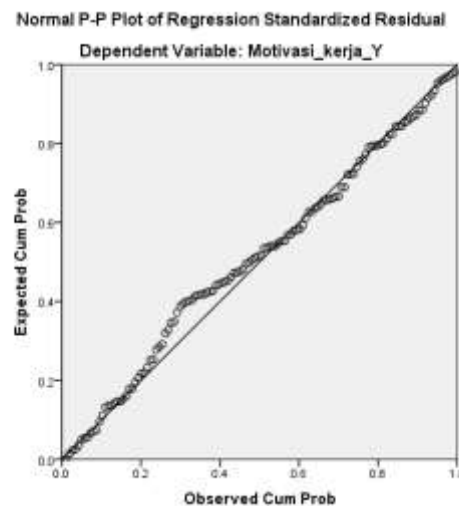

Figure 1. Normality Image

From the picture above, it can also be seen from the points that spread along the diagonal line so that it can be said that the regression model is feasible to be used to fulfill the assumption of normality.

Multicollinearity Test

Multicollinearity test was conducted to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between independent variables (Ghozali, 2001: 57).

With the basis of decision making:

1. Tolerance value <10% and VIF (Variance Inflation Factor) value > 10%, then Ho is accepted, which means that there is multicollinearity between independent variables in the regression model.

2. Tolerance value> 10% and VIF (Variance Inflation Factor) value < 10%, then ho is not accepted which means that there is no multicollinearity between independent variables in the regression model.

Table 7. **Multicollinearity Test Table**

Coefficientsª

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.818	.210		3.889	.000		
Pengembangan karier_X1	.231	.060	.266	3.847	.000	.621	1.610
Kompensasi X2	.565	.066	.594	8.593	.000	.621	1.610

a. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v.23

Based on the table above, it can be concluded that there is no multicollinity between the independent variables in the regression model because the tolerance value is 0.621> 10 and VIF 1.610 <10, according to Ghozali's assumption (2001: 57).

Linear Test

In the prerequisites for applying the linear regression method, a linearity test is needed. According to Siregar (2013: 178), the purpose of linearity test is "to find out whether between non-free variables (Y) and independent variables (X1 and X2) have a linear relationship."

In linear testing there are two criteria, namely:

1. If F count ≤ Ftable, then Ho is accepted.

2. If Fcount> Ftable, then Ho is rejected.

With the hypothesis:

1. Ho: X1 with Y linear

2. Ho: X2 with Y linear

Basic decision making is if = 0.05 <Sig then Ho is not rejected.

Siregar (2013: 179), describes several formulas for calculating linearity tests, namely:

1. In calculating the number of squares of regression [$JK_{reg (a)}$] then the following formula is used:

$$(JK_{reg\ a}) = \frac{(\Sigma Y)^2}{n}$$

2. In calculating constant values b, then the following formula is used:

$$b = \frac{n.\Sigma XY - \Sigma X.\Sigma Y}{n.\Sigma X^2 - (\Sigma X)^2}$$

3. In calculating the number of squares of regression [$JK_{reg\ a(b/a)}$] then the following formula is used:

$$[JK_{reg\ a(b/a)}] = b\ (\Sigma XY - \frac{\Sigma X.\Sigma Y}{n})$$

4. In calculating the sum of squares of residues [RJK_{res}] then the following formula is used:

$$RJKres = \Sigma Y^2 - \{JK_{reg\ a(b/a)} + JK_{reg\ (a)}\}$$

5. In calculating the average number of squares of regression [$RJK_{reg\ (a)}$] then the following formula is used:

$$[RJK_{reg\ (a)}] = [JK_{reg\ (a)}]$$

6. In calculating the average number of squares of regression [$RJK_{reg\ (b/a)}$] then the following formula is used:

$$[RJK_{reg\ (b/a)}] = [JK_{reg\ (b/a)}]$$

7. In calculating the sum of squares of residues [RJK_{res}] then the following formula is used:

$$[RJK_{res}] = \frac{JK_{res}}{n-2}$$

8. In counting F_{count} then the following formula is used:

$$F_{count} = \frac{RJK_{reg(b/a)}}{RJK_{res}}$$

9. In deciding F_{table} use the following conditions:

$$F_{table} = F_{\{(1 - \propto)(dk\ Reg\ [b/a],\ (dk\ Res)\}}$$

$$F_{\{(1 - 0,05)(dk\ Reg\ [b/a]=1,\ (dk\ Res)\}}$$

$$F_{\{(1 - 0,05)(dk\ Reg,\ dk\ Res)\}}$$

Table 8. **Career Development Linearity Test Results (X1) and Work Motivation (Y)**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Motivasi_kerja_Y *Pengembangan_karier_X1	Between Groups	(Combined)	25.146	30	.838	4.446	.000
		Linearity	17.604	1	17.604	93.377	.000
		Deviation from Linearity	7.542	29	.260	1.379	.123
	Within Groups		19.041	101	.189		
	Total		44.187	131			

Data is processed using SPSS v23

Based on the table above, then = 0.05 <Sig = 0.123 so that Ho is accepted where the meaning is between career development (X1) and linear (Y) work motivation.

Table 9. **Compensation Linearity Test Results (X2) and Work Motivation (Y)**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Motivasi_kerja_Y *Kompensasi_X2	Between Groups	(Combined)	30.163	28	1.077	7.912	.000
		Linearity	25.340	1	25.340	186.116	.000
		Deviation from Linearity	4.823	27	.179	1.312	.167
	Within Groups		14.024	103	.136		
	Total		44.187	131			

Data is processed using SPSS v23

Based on the table above, then = 0.05 <Sig = 0.167 so that Ho is accepted where the meaning is between compensation (X2) and linear work motivation (Y).

Data analysis

In this study the author processed career development questionnaire data, compensation, and work motivation using a Likert scale as discussed above which has been tested for validity and reliability. Questionnaire data was also tested using Spearman Rank regression and correlation.

Size of Central Symptom Average

According to Noor (2012: 192), the measurement of this central symptom is "an attempt aimed at measuring the average value of the distribution of data that has been obtained in a study." So this is used to help calculate the value of each research data variable that has been collected. According to Noor (2012: 192), the calculated average can be done by the following formula:

$$\text{Average} = \frac{(\Sigma FrXi)}{(\Sigma Fr)}$$

Where:

Fr = Frequency.

Xi = Middle Value.

Correlation coefficient

According to Sujawerni (2015: 126), the correlation test aims to "test whether or not two variables have a relationship or not"

According to Sujawerni (2015: 127), to find out whether between variables have a relationship with the following conditions:

If Sig> 0.05 then Ho is accepted which means there is no relationship

If Sig <0.05 then Ho is rejected, which means there is a relationship.

Coefficient of Determination

To find out how much influence career development (variable X1) and compensation (X2) on work motivation (variable Y), the coefficient of determination is used with the following formula:

$Kd = r_s{}^2 X \ 100\%$

Information :

Kd = coefficient of determination

$r_s{}^2$ = Correlation coefficient

Simple Linear Regression

This analysis is used to determine the extent to which the relationship between variables X1 (Career Development) to the variables Y (Work Motivation) and X2 (Kompensas) to the Y variable (Work Motivation) separately. According to Sugiyono (2017: 188), simple linear regression is obtained by the formula:

Y' = a + bX

Information:

Y '= Predicted value

A = Constants or if the price of X = 0

b = Regression coefficient

X = Value of independent variables

Multiple linear regression

For data analysis, the author uses Multiple Linear Regression analysis. This analysis is used to determine the extent to which the relationship between variables X1 (Career Development) to

the variables Y (Work Motivation) and X2 (Kompensas) to variable Y (Work Motivation). According to Sugiyono (2017: 188), multiple linear regression is obtained by the formula:

$Y' = a + bX_1 + bX_2$

Information:

Y '= Predicted value

A = Constants or if the price of X = 0

b = Regression coefficient

X1 and X2 = Value of independent variables

To measure the strength of the weak relationship between variables X1, variables X2 and variables Y, according to Sugioyono (2017: 184), use the table as follows:

Table 10. **Interpretation of the Correlation Coefficient**

Interval Koefisien (rs)	Tingkat Hubungan
0.00 - 0.199	Sangat Rendah
0.20 - 0.399	Rendah
0.40 - 0.599	Sedang
0.60 - 0.799	Kuat
0.80 - 1.000	Sangat kuat

Sugiyono (2017:184)

T Test

The t test proposed by Sugiyono (2017: 179) to test the variable X1 (Career Development) on the variable Y (Work Motivation) and test the variable X2 (Compensation) on the variable Y (Work Motivation) as follows:

$$t = \frac{X - \mu_o}{\frac{s}{\sqrt{n}}}$$

Where:

t = t value calculated

X = Average Value

μ_o = Value hypothesized

s = raw deposit sample

n = Number of sample members

F Test

The F test t test proposed by Sugiyono (2017: 179) to test the variables X1 & X2 (Career Development and Compensation) on the Y variable (Work Motivation) as follows:

$$F_h = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

Where :

R = multiple correlation coefficients.

K = Number of independent variables.

N = Number of sample members.

Criteria for rejecting or accepting this hypothesis are:

1.   If $F_{count} > F_{table}$ then H_0 rejected.

If $F_{count} < F_{table}$ then H_0 be accepted

DISCUSSION

Career Development (X1) in Tourist Attractions in West Java

Career development in this study as independent or independent variables. In the first formulation of the problem was asked how to develop careers in tourist attractions in West Java. In answering the question, the writer gets the mean and standard deviation from each independent indicator.

Availability of people who are suitable when needed.

In this indicator there are 2 questions. Based on the results of the study, it was found that in total, the average value was 4.72 and the standard deviation was 0.779. Where the data is homogeneous which means that tourist attractions have availability of people when needed.

Possible Promotion From Inside.

On this indicator, there are 3 questions. From the results of the study, it was found that the total standard deviation of 0.925 was smaller than the average value of 3.75. Where this data is homogeneous which means that the indicator of the possibility of promotion from within the tourist attractions in West Java is going pretty well.

Guidance and Training by Management.

In this indicator there are 3 questions. Based on the results of the study, the total average value of 4.01 is greater than the standard deviation of 0.867. This states that the data is homogeneous which means that respondents in tourist attractions in West Java get guidance and training by management.

Training Outside the Organization.

In this indicator will be seen how training outside the organization conducted by companies in tourist attractions in West Java. Overall, the total average value of 3.9 results with a standard deviation of 0.943. With the meaning that the data is homogeneous which in training indicators outside the organization, respondents in the tourist attractions in West Java get it well.

Overall for career development indicators (X1), it was found that the total average value of 3.85 with a standard deviation of 0.879 which means the data is homogeneous. With this respondent in the tourist attractions of West Java can be said to get a pretty good career development.

Compensation (X2) at Attractions in West Java

This compensation variable is the second independent variable in this study. In this variable there are 6 indicators that have been prepared and have been validated by the researcher. The following is the average value of the results of this study.

Cost of Living.

In this indicator there are 1 question. Based on the results obtained overall, the average total yield of 3.63 with a standard deviation of 0.851 which is homogeneous which means that respondents in the tourist attractions in West Java can finance their lives well from where they work.

Labor Conditions.

In this indicator there are 2 statements. Overall, found an average value of 3.97 with a standard deviation of 0.737 where the data is homogeneous which means that respondents agree that the labor conditions in the tourist sites of West Java are good.

Government Regulations.

There are 2 questions in this indicator. In total it was found that the standard deviation of 1.006 was smaller than the total average value of 3.49 which means that this data is homogeneous.

Work Agreement.

In this indicator there are 2 questions regarding work agreements. Based on the results of the study, the overall total average value of 3.69 is greater than the standard deviation of 0.984 where this data is homogeneous. Which means that the average respondent agrees that they get what they get for working in accordance with the work agreement.

Paying Ability.

In this ability to pay indicator there are 2 questions. In the indicator of total ability to pay the average value of 3.63 with a standard deviation of 0.961 where this data is homogeneous. This means that tourist attractions in West Java have the ability to pay employees fairly well.

Management Attitude.

In this management attitude indicator there are 2 questions. Based on the results of the study, the overall average value of 3.63 with a standard deviation of 0.945 then the data are homogeneous. This indicates that the attitude of management in the tourist attractions of West Java to employees is quite good.

In this compensation variable, the total average overall value of 3.67 is greater than the standard deviation of 0.922 which means the data are homogeneous. This means that the tourist attractions in West Java have quite good compensation to employees.

Employee Work Motivation (Y) in West Java Tourist Sites

Employee motivation is the third variable and is the dependent or bound variable in this study. In this discussion, the author wants to answer the formulation of the problem that asks how the motivation to work in West Java tourist attractions. To answer that, the author describes the total value of the mean (mean) and standard deviation of the 7 indicators available.

Involvement.

In this indicator there are 3 questions. Based on the results of the study, the total average value of all indicators of involvement was 3.73 with a standard deviation of 0.804. Where this data is homogeneous which means that on average respondents agree they are involved in the

company in the tourist attractions of West Java.

Appreciation.

This indicator has 2 questions. Based on the results of the study, it was found that the total overall average value of 3.61 with a standard deviation of 1.026 where this data is homogeneous which means that respondents agree enough that they get an award at a tourist attraction in West Java.

Development.

There are 2 questions on this indicator. Based on the results of the study, the total overall average value of 3.60 is greater than the standard deviation value of 0.9. This means that the data are nature which means that respondents agree enough if they get the development in the tourist attractions of West Java.

Performance.

This performance indicator has 3 questions. When viewed from the total overall average value of 3.86 is greater than the standard deviation value of 0.836 so that the data can be called homogeneous. This means that employees in tourist attractions in West Java have a pretty good performance.

Challenge.

In this challenge indicator there are 3 questions given to respondents. Overall, the respondents in the tourist attractions in West Java quite agree that they get a challenge at work. It can be seen from the total average value of 3.61 which is greater than the standard deviation value of 0.904 which is called homogeneous data.

Chance.

In this indicator there are 3 questions given to respondents. When viewed as a whole, the total average value of 3.92 is greater than the standard deviation of 0.883 where this data is homogeneous data. This means that the average respondent in tourist attractions in West Java get a chance at work.

Responsible.

In the indicators of responsibility there are 3 questions that the author gives to all respondents. The overall results regarding the indicators of responsibility are found to have a total average value of 4.07 with a smaller standard deviation of 0.721 so that this data is called homogeneous data. This means that the average respondent in the tourist attractions in West Java is responsible for the work provided and the results of the work.

Overall, the variable employee motivation (Y), found the total value of the average work motivation in tourist attractions in West Java amounted to 3.77 with a standard deviation of 0.868. With this data called homogeneous data which means that the average respondent is quite motivated work.

The Effect of Career Development (X1) on Motivation of Employee Work (Y) in West Java Tourist Sites

Career Development Correlation Coefficient

Table 11. **Career Development Correlation Coefficient Test Results**

Correlations

		Pengembangan karir X1	Motivasi kerja Y
Pengembangan_karir_X1	Pearson Correlation	1	.631[**]
	Sig. (1-tailed)		.000
	N	132	132
Motivasi_kerja_Y	Pearson Correlation	.631[**]	1
	Sig. (1-tailed)	.000	
	N	132	132

**. Correlation is significant at the 0.01 level (1-tailed).

Data is processed using SPSS v23

Correlation coefficient analysis is done to see the relationship that occurs between compensation to work motivation. In the table above, the calculated results show the value of Pearson Correlation is 0.631, and if interpreted the interval is between 0.600 - 0.799, which can be concluded that the level of the relationship between career development and work motivation is strong.

Test of Significance in Career Development (t Test)

Table 12. **Significance of Career Development Test Results**

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.668	.232		7.199	.000
Pengembangan karir X1	.549	.059	.631	9.278	.000

a. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v.23

Based on the results of the t-test above, the t-value obtained is = 9,278. And when compared with t-table at the real level of 95% and α = 0.05 where t-table = 1.66. And t-count> t-table, which means Ha is accepted and H_0 is rejected where there is the influence of career development on work motivation.

Similarly, it can be seen from a significant value of 0,000 smaller than 0.05 (0,000 <0,05) which means that Ha is accepted and H_0 is rejected where there is a significant influence on career development on work motivation.

Determination Coefficient Analysis

Table 13. **Career Development Coefficient of Determination**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631[a]	.398	.394	.45220

a. Predictors: (Constant), Pengembangan_karir_X1
b. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v.23

Based on table 4.39 above, the influence of career development on employee motivation is 39.8% and the remaining 60.2% is a factor outside of this research.

Simple Regression Analysis of Career Development (X1) Against Employee Work Motivation (Y)

Table 13. **Simple Regression Analysis Career Development Result**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.668	.232		7.199	.000
	Pengembangan karir X1	.549	.059	.631	9.278	.000

a. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v23

$Y = 1.668 + 0.549X$

Based on the regression results above, it can be concluded with meaning, if X1 (Career Development) has a value of 0, then the Y value (Work Motivation) value is 1.668 and if X1 is raised to 1, then Y will increase by 0.549.

The Effect of Compensation (X2) on Employee Work Motivation (Y) in West Java Tourist Sites

Compensation Correlation Analysis

Table 14. **Compensation Correlation Coefficient Test Results**

Correlations

		Compentation_X2	Work_motivation_Y
Kompensasi_X2	Pearson Correlation	1	.757[**]
	Sig. (1-tailed)		.000
	N	132	132
Motivasi_kerja_Y	Pearson Correlation	.757[**]	1
	Sig. (1-tailed)	.000	
	N	132	132

**. Correlation is significant at the 0.01 level (1-tailed).

Data is processed using SPSS v23

Correlation coefficient analysis is done to see the relationship that occurs between compensation to work motivation. In the table above, the calculated results show the Pearson Correlation value is 0.757, and if interpreted the interval is between 0.600 - 0.799, which can be concluded that the level of the relationship between compensation and work motivation is strong.

Compensation Significance Test (t Test)

Table 15. **Compensation Significance Test Results**

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.138	.203		5.602	.000
Kompensasi X2	.721	.055	.757	13.221	.000

a. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v23

Based on the results of the t-test above, the value of t-count is = 13,221. And when compared with t-table at the real level of 95% and $\alpha = 0.05$ where t-table = 1.66. And t-count> t-table, which means Ha is accepted and H_0 is rejected where there is an effect of compensation on work motivation.

Similarly, it can be seen from a significant value of 0,000 less than 0.05 (0,000 <0,05) which means that Ha is accepted and H_0 is rejected where there is a significant effect of compensation on work motivation.

Determination Coefficient Analysis

Table 16. **Coefficient of Determination of Compensation**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757[a]	.573	.570	.38076

a. Predictors: (Constant), Kompensasi_X2

b. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v23

Based on the table above, the major effect of compensation on employee work motivation is only 57.3%, while the remaining 42.7% comes from other factors not present in this study.

Regression Analysis Simple Effect of Compensation (X2) on Employee Work Motivation (Y) in West Java Tourist Sites

Table 17. **Simple Linear Regression Compensation Result**

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.138	.203		5.602	.000
Kompensasi X2	.721	.055	.757	13.221	.000

a. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v23

Y = 1,138 + 0,721X

Based on the regression results above, it can be concluded with meaning, if X2 (Compensation) has a value of 0, then the Y (Work Motivation) value is 1,1.38 and if X2 is raised to 1, then Y will increase by 0.721.

The Effect of Career Development (X1) and Compensation (X2) on Motivation of Employee Work at West Java Tourist Sites (Y)

Coefficient of Determination

To see how much the variable x contributes in influencing changes in the change in variable y, it can be seen from the following coefficient of determination.

Table 18. **Coefficient of Determination Result**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.617	.611	.36202

a. Predictors: (Constant), Kompensasi_X2, Pengembangan_karir_X1
b. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v.23

Kd = R Square x 100%

= 0.617 x 100%

= 61.7%

Based on the results above, the influence of career development and compensation on employee work motivation is 61.7%. While the remaining 38.2% includes other factors outside of this study.

Simultaneous Significance Test (F Test)

Table 19. **F Test Results**

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.280	2	13.640	104.075	.000[b]
	Residual	16.907	129	.131		
	Total	44.187	131			

a. Dependent Variable: Motivasi_kerja_Y
b. Predictors: (Constant), Kompensasi_X2, Pengembangan_karir_X1

Data is processed using SPSS v23

Based on the table above it is known that F-count 104.075> F-table 3.07 and Sig 0,000 <α = 0.05, this means that H0 is rejected and Ha is accepted. This means that there is a significant influence between career development and compensation for employee work motivation on tourist attractions in West Java.

Multiple Linear Regression Analysis

Table 20. **Results of Multiple Linear Regression Analysis**

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.818	.210		3.889	.000
Pengembangan karir X1	.231	.060	.266	3.847	.000
Kompensasi X2	.565	.066	.594	8.593	.000

a. Dependent Variable: Motivasi_kerja_Y

Data is processed using SPSS v.23

Based on the table above, it is then included in the equation as follows:

Y = 0.818 + 0.231 (X1) + 0.565 (X2)

1. Every time there is an increase in value on career development (X1), then work motivation (Y) will increase by 0.231.
2. Every time there is an increase in the value of the compensation variable (X2) then Y will increase by 0.565.

Based on the information above, it can be concluded that the career development regression coefficient (X1) = 0.231 is smaller than the compensation regression coefficient (X2) = 0.565. This shows that the contribution of compensation variable (X2) is higher or dominant compared to career development (X1) in increasing work motivation in tourist attractions in West Java. Also this means that there is a low relationship between career development towards work motivation and has a moderate relationship between compensation to motivation

Conclusion

Based on the discussion of the results of the study, it can be concluded that:

1. The implementation of a career development system in West Java tourist attractions can be said to be good. This can be seen from the total overall value of 3.85. In its implementation, Dago Dream Park has an average career development better than Dusun Bambu. This can be seen from the average total value of each tourist place. Dago Dream Park has a total average score of 3.97, while the Bamboo Village has an average value of 3.68.

2. The application of a compensation system in West Java tourist attractions is also good. This can be seen from the total overall value of an average of 3.67. In implementing compensation, Dusun Bambu has a better compensation system compared to Dago Dream Park. This can be seen from the total value of the Dusun Bambu average of 3.81, while Dago Dream Park is 3.57.

3. For work motivation, it is found that respondents have high or good motivation. It can be seen from the total overall value of an average of 3.77. For in Bamboo Village has an average value of 3.92 and is more motivated to work than in Dago Dream Park whose average value is 3.67.

4. The influence of career development and compensation for work motivation in West Java tourist attractions. It can be seen from the following results:

   1) The t test between career development and work motivation concluded that there was a significant influence.

   2) The influence of career development on work motivation is only 39.8% and the rest are factors outside of this study.

   3) Based on the results of simple linear regression, there is a strong relationship between career development towards work motivation.

   4) The t test between compensation for work motivation has a significant influence.

   5) The effect of compensation on work motivation is only 2.8% and the remaining 97.2% comes from other factors outside of this study.

   6) Based on the results of simple linear regression, it was found that there was a strong relationship between compensation to work motivation.

   7) The effect of career development and compensation on employee work motivation in West Java tourist attractions is only 57.3% and the remaining 42.7% is another factor outside of this research.

8) Based on the F test, it was found that there was a significant influence between career development and compensation on employee work motivation on tourist attractions in West Java.

9) Based on the results of multiple linear regression, there is a relationship between career development and compensation for work motivation. Where compensation has a more dominant influence in providing work motivation.

Suggestion

Based on the results of the discussion, the writer can give some suggestions, namely:

1. For the management of Dusun Bambu, it is advisable to choose or appoint employees not because of family relationships or closeness, but because of skills or performance that fits the needs of the company itself.

2. For the management of Dago Dream Park, it is recommended to prioritize their own employees first to fill in the vacancies that exist within the company.

3. For management of tourist attractions in West Java, it is recommended to raise and carry out promotions to be able to do so by looking at the availability of people when needed and to be able to do promotions from within the company first

4. For the management of Dusun Bambu it is recommended that it be able to provide more incentives to employees so that they can meet the basic needs of the employees concerned.

5. For the management of the Bamboo Village it is recommended that it be able to improve the work environment to be cleaner and healthier so that the work performance of employees is not disturbed.

6. For management of tourist attractions in West Java it is recommended that they meet and comply with government regulations in the schedule and amount of salary, incentives, and THR to their employees.

7. For management of Dago Dream Park it is recommended to increase the awarding and challenges of work to employees so that employees can be more motivated at work.

8. For the management of Dusun Bambu it is recommended that it can improve development and involvement as well as provide work challenges to employees so as to increase employee motivation.

9. For management of tourist attractions in West Java as a whole it is recommended to be able to improve development, rewards, and work challenges so as to increase employee motivation

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