

## ROLE OF COMPENSATION IN IMPROVING EMPLOYEE WORK PRODUCTIVITY AT PT. INFOMEDIA NUSANTARA, OCC DWS PROJECT DIVISION, SOUTH JAKARTA

Ana Septia Rahman<sup>1</sup>, Dewi Nari Ratih Permada<sup>2</sup>, Riri Oktarini<sup>3</sup>  
Pamulang University

### Article History

Received : Januari 2025

Revised : Januari 2025

Accepted : February 2025

Published : February 2025

### Corresponding author\*:

[dosen01709@unpam.ac.id](mailto:dosen01709@unpam.ac.id)

### No. Contact:

### Cite This Article:

### DOI:

<https://doi.org/10.56127/ijml.v4i1.1920>

**Abstract:** This study analyzes the role of compensation in improving employee productivity at PT. Infomedia Nusantara, OCC DWS Project Division, South Jakarta. Using a qualitative descriptive approach, the study involves interviews, observations, and documentation, focusing on 80 employees. Compensation, both financial and non-financial, is examined for its impact on motivation and productivity. Financial compensation includes salaries, bonuses, and insurance, while non-financial aspects cover recognition and a positive work environment. Findings reveal that compensation significantly influences employee productivity. Financial compensation, such as timely salary payments and performance-based incentives, increases employee motivation and satisfaction, leading to improved task completion and efficiency. However, the suspension of annual leave during the pandemic negatively impacted morale and work-life balance, highlighting the importance of maintaining non-financial compensation for sustained productivity. The SWOT analysis underscores the strengths of robust infrastructure and certified employees but identifies challenges, such as limited training opportunities and reduced benefits. To address these, the study suggests enhancing financial rewards and reintroducing non-financial benefits, such as flexible leave policies. This research concludes that fair and consistent compensation enhances employee performance, benefiting both employees and the organization. PT. Infomedia Nusantara is encouraged to balance financial and non-financial compensation to maintain employee satisfaction and productivity.

**Keywords:** Compensation, Employee Productivity, Financial and

## INTRODUCTION

In the business world, employees are essential to carry out the necessary job functions to achieve each company's objectives related to profits. A company that aims to achieve its goals, targets, and maximize profits must recognize that the key to success lies in the presence of employees, also known as human resources. To achieve these goals, human resources, as the executors of work, must possess the ability to work hard, collaborate, maintain discipline, and take responsibility when performing their tasks. If these aspects are carried out effectively and efficiently, business objectives can be achieved more easily, leading to maximum profits.

Human resources now play a significant role in corporate systems, especially in an era of increasing competition with numerous global and local companies, as well as new companies entering the market. This rising competition motivates companies to strive for survival by paying greater attention to their human resources, as they are the ones who can drive changes or innovations within the company to achieve corporate goals.

PT. Infomedia Nusantara is a company engaged in providing telecommunications services, with several service divisions, including Business Process Outsourcing (BPO), Customer Relationship Management (CRM), IT Outsourcing (ITO), and Knowledge Process Outsourcing (KPO). Compensation is a reward or remuneration given to employees for their contributions or work performance within the company. Compensation is usually provided by superiors to subordinates, either in the form of money or goods, as a token of appreciation for their hard work. It can also serve as a motivation for employees, ultimately benefiting the company's growth.

The compensation provided to employees consists of financial and non-financial rewards. Financial compensation is divided into two types: direct financial compensation and indirect financial compensation.

Direct financial compensation includes payments made in monetary form on a scheduled basis, such as hourly, weekly, or monthly payments, which include salaries, wages, incentives, and similar benefits. Indirect financial compensation refers to additional benefits provided based on company regulations to improve employee welfare, such as leave, insurance, and allowances. Non-financial compensation, on the other hand, refers to benefits that are not monetary or tangible but can be directly experienced by employees, such as a pleasant work environment, recognition, and other intangible rewards.

Salary, according to Harras et al. (2020:125), is a type of compensation given routinely at the end of the month and is usually implemented by organizations that are legally bound by government regulations. Its amount must comply with applicable regulations. In accordance with the Governor Regulation of the Special Capital Region of Jakarta Number 103 of 2020 regarding the 2021 Provincial Minimum Wage, it stipulates that the minimum provincial wage for 2021 in Jakarta is set at IDR 4,416,186.548 per month, effective from January 1, 2021, and applicable to employees with less than one year of service. The salary paid to employees at PT. Infomedia Nusantara, OCC DWS Project Division, complies with the applicable policies and is disbursed on the 28th of each month.

Wages, according to Harras et al. (2020:125), are a type of compensation provided when work is completed and are temporary in nature, with amounts determined by mutual agreement. This type of compensation is often found in the informal sector. The wages applicable at PT. Infomedia Nusantara, OCC DWS Project Division, include skill allowances, transportation allowances, performance allowances, and communication allowances. Incentives, according to Harras et al. (2020:125), are additional compensation provided when employees perform extra tasks, such as overtime. At PT. Infomedia Nusantara, OCC DWS Project Division, overtime compensation is also provided. Allowances, according to Harras et al. (2020:125), are a form of compensation granted at certain times as a reward to increase employee motivation. These typically include performance allowances, holiday allowances, retirement benefits, and health benefits. The allowances available at PT. Infomedia Nusantara, OCC DWS Project Division, include the Holiday Allowance (THR), End of Contract Allowance (TAK), and Gratitude Allowance (TTA).

Insurance is a form of protection provided to insured parties by making contributions or premiums to cover future uncertain risks. The insurance provided at PT. Infomedia Nusantara, OCC DWS Project Division, includes employment insurance (BPJS Ketenagakerjaan) and health insurance (BPJS Kesehatan). Leave, according to Harras et al. (2020:125), is a form of compensation in the form of time off work. This type of compensation applies only to permanent employees and provides one day off per month. At PT. Infomedia Nusantara, OCC DWS Project Division, employees are granted annual leave of 12 working days per year.

The Indonesian Labor Law Number 13 of 2003 concerning employment stipulates that employers are required to provide rest periods and leave for employees. The law outlines that rest periods include breaks between work hours, weekly rest days, annual leave of at least 12 working days after 12 months of continuous work, and extended leave of at least two months for employees who have worked continuously for six years in the same company.

Based on an unstructured interview with Mr. Endang Kusmana, the operational coordinator, it was stated that during the pandemic, employees were driven to handle an increased workload. The company could not add new employees at that time, so work schedules were optimized to the fullest. Although the work was not too extreme, it led to the temporary suspension of annual leave since employees were working from home and could spend time with their families. This policy was implemented to ensure that work operations remained effective and complaints could be handled efficiently. Due to the focus on maintaining service levels, productivity goals were not fully achieved compared to previous years. However, despite these challenges, the company continued to provide operational support, both for employees and in terms of work tools.

Essentially, PT. Infomedia Nusantara, OCC DWS Project Division, has provided fair compensation rights to its employees. However, during the COVID-19 pandemic, the situation became extremely challenging due to the airborne transmission of the virus and the implementation of social distancing measures. These restrictions affected daily office activities, leading to reduced working hours, limited personnel in the office, and adjustments in work shifts between office and remote work. One significant phenomenon that emerged at PT. Infomedia Nusantara, OCC DWS Project Division, was the temporary elimination of annual leave benefits, meaning employees were unable to take or cash in their annual leave due to the pandemic. The temporary elimination of annual leave at PT. Infomedia Nusantara, OCC DWS Project Division, falls under indirect compensation, as employees previously had the right to this benefit before the COVID-19 crisis. As a result of the pandemic and the suspension of annual leave, employees experienced an increased workload, which added to their overall work burden.

## RESEARCH METHODS

This study employs a qualitative research method, as defined by Sugiyono, which is based on post-positivist philosophy. This approach is used to examine a natural setting where the researcher acts as the key instrument. Data collection is conducted through multiple methods, including observations, interviews, and documentation, with an inductive data analysis process emphasizing meaning rather than generalization. The research follows a descriptive qualitative approach, presenting findings in narrative form rather than numerical data.

The research was conducted at PT. Infomedia Nusantara, OCC DWS Project Division, Jakarta Selatan, from September 2024 to March 2025. The study follows a structured timeline, covering proposal drafting, revisions, progress reporting, and final analysis. The research site and timeframe were selected to align with the objective of obtaining in-depth insights into the company's compensation practices and their impact on employees. In qualitative research, the researcher serves as the primary instrument, with additional supporting tools developed to enhance data collection. The role of the researcher includes interpreting observed phenomena, adapting to field conditions, and conducting a holistic assessment of the research subject. This flexibility allows for a deeper understanding of the research context. The study follows a purposive sampling approach, selecting participants based on specific criteria to ensure the most relevant data is gathered.

The unit of analysis in this research consists of employees at PT. Infomedia Nusantara, OCC DWS Project Division. In qualitative research, the term "population" is replaced with "social situation," consisting of place, actors, and activities that interact synergistically. The selected respondents include employees meeting specific criteria such as supervisory roles, educational background, tenure, and age range, ensuring that insights are drawn from experienced personnel familiar with company policies and operational challenges. Data collection is conducted through four primary methods: interviews, observations, documentation, and Focus Group Discussions (FGD). Interviews involve direct interactions between the researcher and respondents to gather firsthand perspectives. Observations allow researchers to witness actual workplace conditions, while documentation provides additional records supporting data accuracy. The FGD method facilitates group discussions to explore shared experiences and collective viewpoints.

In addition, the study incorporates a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to assess both internal and external factors affecting the organization. Strengths and weaknesses represent internal conditions within PT. Infomedia Nusantara, while opportunities and threats are external factors that may impact company operations. This approach provides a structured framework for evaluating organizational challenges and potential improvements. The data analysis process follows three key steps: data reduction, data display, and conclusion drawing. Data reduction involves summarizing and selecting the most relevant information from extensive raw data collected during fieldwork. The reduced data is then displayed in the form of narratives, diagrams, or charts to facilitate interpretation. Finally, conclusions are drawn based on patterns, relationships, and key findings observed throughout the study.

To ensure data validity, the study applies credibility, transferability, dependability, and confirmability tests. Credibility is enhanced through prolonged engagement in the research setting, allowing for in-depth interactions with participants. Researchers also use multiple sources of data, including photographs and recordings, to cross-verify findings. Member checks are conducted to confirm that responses accurately reflect participants' views. Transferability refers to the extent to which research findings can be applied to other contexts. The study provides detailed descriptions of research methods and findings, enabling future researchers to compare and apply results in different organizational settings. Dependability is ensured by maintaining a consistent research process and documenting every step, allowing independent auditors or advisors to review the study's integrity. Finally, confirmability is achieved by aligning research findings with data collection methods and ensuring that conclusions are derived from the actual research process. This ensures that results are objective and not influenced by personal biases. By employing rigorous qualitative methodologies, this study aims to present an accurate and reliable analysis of the impact of compensation practices at PT. Infomedia Nusantara, OCC DWS Project Division.

## RESEARCH RESULTS

### A. Profile

PT Infomedia Nusantara is recognized as the first information service provider in Indonesia, having embarked on its journey in 1975. Initially operating under the Elnusa GTDI sub-division, a subsidiary of Pertamina, the company gained prominence through the publication of Telkom Yellow Pages. Over time, it evolved into PT Elnusa Yellow Pages, officially established on June 20, 1984. As business developments progressed, the company underwent a transformation in 1995, rebranding as PT Infomedia Nusantara following strategic investment by PT Telkom Tbk. This change marked a significant milestone in its corporate expansion, positioning the company as a key player in the Indonesian information services industry.

To strengthen its commitment to Good Corporate Governance (GCG), PT Infomedia Nusantara introduced corporate governance guidelines in 2008 to enhance transparency and efficiency in its operations. A year later, on June 30, 2009, PT Telekomunikasi Indonesia (Telkom), through its subsidiary PT Multimedia Nusantara (Metra), acquired 49% of the company's shares from PT Elnusa Tbk. This acquisition made Telkom Group the sole shareholder of PT Infomedia Nusantara, further consolidating its influence in the information and digital media sector.

As the business landscape evolved, PT Infomedia Nusantara embraced strategic transformation, transitioning from its initial three-pillar business model, which included Directory Services, Contact Center Services, and Content Services, to a more streamlined and specialized structure. The company now focuses on Contact Center & Outsourcing Services and Digital Media & Rich Content (DMRC) Services, aligning with its vision of becoming a leading provider of integrated information services and digital media solutions in the regional market.

The Contact Center & Outsourcing Services division offers comprehensive business process outsourcing solutions, supporting enterprises with Contact Center Services, HR Services, IT Services, and Back Office Services. This service integration allows businesses to optimize their operations effectively. Meanwhile, the Digital Media & Rich Content (DMRC) division provides directory-based information services accessible through various platforms. These include print media, such as Yellow Pages and White Pages, mobile applications and services, such as SMS Broadcast, QR Codes, and My Mobile Directory 108, as well as online platforms, including digital advertising, e-commerce, membership programs, online gaming, and web development solutions. By continuously innovating its digital and customer engagement strategies, PT Infomedia Nusantara remains committed to delivering high-quality information and communication solutions to businesses and the wider Indonesian market.

With a clear vision to become the leading player in the regional information services industry, PT Infomedia Nusantara continues to enhance its market presence through technological advancements and service expansion. The company upholds its mission of delivering exceptional value to stakeholders by offering specialized services in Business Process Outsourcing, Customer Relationship Management, Information Technology Outsourcing, and Knowledge Process Outsourcing. By prioritizing innovation, operational efficiency, and customer satisfaction, PT Infomedia Nusantara is poised to strengthen its position as a key player in Indonesia's business process outsourcing and digital information industry.

## **B. Interview Results with Key Informants**

The interview with Mr. Endang Kusmana, the Operational Coordinator, was conducted three times, consisting of one unstructured interview and two structured interviews. The unstructured interview provided initial insights into the company's compensation system and its adjustments during the COVID-19 pandemic. The structured interviews further explored the impact of these changes on employee productivity and well-being. During the interviews, Mr. Endang Kusmana explained that compensation is the right of employees, received in accordance with their work agreements and job responsibilities. He emphasized the importance of compensation in ensuring employee satisfaction and motivation, as financial benefits play a crucial role in an individual's commitment to their job. Before the pandemic, the company's compensation system followed standard regulations, ensuring fairness in benefits and entitlements. However, during the pandemic, annual leave was temporarily suspended, as employees were expected to work from home (WFH) in accordance with government regulations.

Despite this adjustment, base salaries were not reduced, and employees continued to receive their standard wages. However, the overall benefits varied based on job levels, with different entitlements for employees in support roles, junior and senior positions, and onsite engineers. The suspension of annual leave was acknowledged as a significant change, with employees feeling its impact. However, some employees responded positively, viewing WFH arrangements as an opportunity to balance work with personal responsibilities, such as caring for family members or managing household tasks. From a management perspective, eliminating annual leave was a necessary measure to maintain productivity levels while adhering to workforce limitations. The company faced operational challenges as it was unable to hire additional employees during the pandemic, leading to an increased workload for existing staff. As a result, although the number of issues handled by employees increased, the overall productivity rate appeared to decline when measured quantitatively. However, in terms of complaint handling and service delivery, employee performance remained stable, ensuring that contractual obligations and service levels were consistently met.

Mr. Endang Kusmana further explained that the company's compensation structure remained fair, as employees were paid above the regional minimum wage (UMR) and received benefits that were above industry standards. All employees were entitled to compensation, including structured leave policies before the pandemic, which allowed them to accumulate or take leave in installments. However, during the pandemic, these arrangements were suspended to prioritize business continuity and maintain workforce

efficiency. When asked about employee reactions to the temporary suspension of annual leave, Mr. Endang acknowledged that some employees expressed dissatisfaction, as they were accustomed to using their leave for rest or travel. However, given government restrictions that limited movement and travel during the pandemic, the company decided to reallocate leave days without monetary compensation. Employees had suggested converting unused leave into financial compensation, but the company opted not to provide this option, resulting in forfeited leave days.

Regarding performance-based incentives, the company maintained a reward system to recognize high-performing employees. Every three months, a performance evaluation was conducted to identify employees who demonstrated initiative, proactiveness, and exceptional service. The top three employees were nominated, with one ultimately receiving a reward for their contributions. This quarterly incentive program aimed to maintain motivation and encourage employees to excel in their roles despite challenging circumstances. Mr. Endang Kusmana emphasized that compensation plays a crucial role in motivating employees and enhancing productivity. Employees who receive fair and competitive compensation tend to recognize their responsibilities and remain committed to their work. In contrast, inadequate compensation often leads to dissatisfaction, making employees feel undervalued despite their efforts. He noted that PT Infomedia Nusantara has successfully maintained a fair compensation system, as no significant employee complaints regarding salaries or benefits had been recorded.

The interviews revealed that compensation policies at PT Infomedia Nusantara remained stable despite pandemic-related adjustments. While annual leave was temporarily suspended, base salaries and essential benefits were maintained. The company successfully balanced productivity demands with employee well-being, ensuring that service quality remained high. Though workload distribution became more challenging, employees were provided with structured compensation packages and incentives, allowing them to stay motivated and committed to their roles.

### **C. Focus Group Discussion Result**

The Focus Group Discussion (FGD) conducted at PT. Infomedia Nusantara, Division of OCC DWS Project, involved several key informants, including supervisors and operational coordinators. This discussion aimed to explore the perspectives of employees regarding compensation policies, their significance, and their impact on work productivity, especially during the COVID-19 pandemic when several adjustments were made to company policies.

During the FGD, participants were asked about their understanding of compensation. Most agreed that compensation represents the entitlements, rewards, or financial remuneration received by employees in return for their work. Some described it as a reciprocal right for fulfilling job obligations, while others viewed it as an acknowledgment or appreciation from the company. It was generally agreed that compensation includes salaries, bonuses, incentives, allowances, facilities, and other financial benefits. When discussing the importance of compensation, all participants emphasized its crucial role in motivating employees. They expressed that compensation not only serves as financial security but also drives enthusiasm and encourages better performance. Employees who receive fair compensation tend to be more committed, proactive, and goal-oriented. Without proper compensation, work morale could decline, affecting overall company productivity.

Regarding the compensation system at PT. Infomedia Nusantara, employees generally acknowledged that the company had provided adequate compensation before the pandemic. However, during the pandemic, some adjustments were made, particularly regarding annual leave policies. The company temporarily suspended annual leave due to the work-from-home (WFH) system and operational limitations. While this decision was considered necessary, many employees felt disappointed as they had expected leave entitlements as per their employment contracts.

The temporary suspension of annual leave was a primary concern among employees, as many relied on their leave for rest and personal time. Some employees expressed frustration, stating that even with remote work arrangements, they still needed dedicated time off. Others viewed it as an understandable decision given the pandemic restrictions, noting that travel and outdoor activities were limited during that period. However, some employees suggested that alternative compensation, such as monetary reimbursements, could have been provided in place of the lost leave days.

The discussion also revealed variations in compensation structures. While base salaries were maintained, additional benefits varied based on job levels. Employees in different roles—such as junior staff, senior agents, and engineers—received different forms of compensation, including performance-based incentives. The company also implemented a quarterly reward system, recognizing employees who demonstrated initiative, proactive behavior, and high performance. Despite these efforts, some employees pointed out delays in the disbursement of certain benefits, particularly regarding allowances and performance-related incentives. While the majority of compensation policies were well-executed, a few

aspects still required better coordination and timely implementation. Employees also mentioned that the lack of clear communication from management regarding compensation policies sometimes led to confusion.

On the topic of whether all employees received the same compensation, participants confirmed that while basic salary and allowances were standardized, additional incentives, bonuses, and rewards were given selectively based on performance and company policies. Employees who excelled in their roles received additional rewards, whereas those who did not meet specific criteria were not eligible for certain benefits. When discussing employee reactions to the suspension of annual leave, most participants felt that it negatively impacted their work-life balance. Many viewed leave as essential for rest and recovery, especially considering the increased workload during the pandemic. Some employees also noted that even with WFH arrangements, the pressure to meet targets remained high, leading to additional stress. In terms of alternative compensation for lost leave, employees unanimously agreed that no substitute compensation was provided. Some suggested that if annual leave could not be reinstated, financial compensation should have been offered instead. Employees expressed their expectations for a fair exchange, considering that they had fulfilled their work obligations despite the challenging circumstances.

The discussion also explored whether compensation was aligned with job responsibilities. Employees generally felt that their compensation packages were fair, though not always fully optimized. While base salaries were in line with industry standards, some employees believed that additional performance-based benefits should be expanded and more consistently distributed. Regarding the impact of compensation on work motivation and productivity, employees agreed that a well-structured compensation system significantly enhances job performance. Receiving timely financial rewards, recognition, and incentives motivated them to work harder and maintain high levels of efficiency. Employees also noted that having clear reward structures encouraged healthy competition and professional growth.

One key aspect discussed was the importance of a balanced compensation system. Employees highlighted that beyond monetary benefits, non-monetary incentives such as flexible work arrangements, career development opportunities, and a supportive work environment also played a role in boosting job satisfaction. The discussion further revealed that employees valued appreciation and recognition from the company. Many emphasized that compensation should not only be financial but also include acknowledgment of their contributions through promotions, awards, and professional development programs. As the session concluded, participants reiterated that compensation directly influences employee engagement and retention. Employees who feel fairly compensated are more likely to remain loyal to the company, perform better, and contribute positively to organizational goals.

The findings of this FGD suggest that compensation policies at PT. Infomedia Nusantara have generally been effective. However, certain gaps, particularly in the handling of leave policies and the timely distribution of benefits, need further improvement. Moving forward, the company is encouraged to enhance its compensation system by ensuring fair policies, timely implementation, and continuous communication with employees. Compensation is a critical factor in maintaining employee satisfaction, productivity, and organizational stability. While PT. Infomedia Nusantara has successfully provided competitive compensation, there is room for improvement in ensuring consistency, transparency, and alternative solutions for employees impacted by policy changes. Addressing these concerns can contribute to a more motivated, engaged, and high-performing workforce.

## **B. SWOT Analysis**

This study uses SWOT analysis to assess the internal and external factors of PT. Infomedia Nusantara, OCC DWS Project Division. Internal factors include the company's strengths and weaknesses, while external factors encompass the opportunities and threats the company faces. The company's strengths include adequate infrastructure, certified employees, and 24-hour services through various channels. However, the company also faces some weaknesses, such as reduced employee development processes through training, recruitment delays, and the suspension of annual leave. Externally, the company faces significant opportunities due to the rapid growth of telecommunications, the shift of products to the digital era, and the potential for increased revenue from new digital products. However, the company must also contend with threats from the growing number of new communication companies, strict guarantees provided by ISPs/Operators, and the increasing quality of services transitioning towards digital.

The strategy recommended based on the TOWS matrix includes leveraging the company's strengths to take advantage of available opportunities, such as utilizing infrastructure and certified employee capabilities to improve services. To address threats, the company needs to enhance service quality and increase the number of competent employees. On the other hand, the company should also evaluate internal policies, such as addressing issues with training and reconsidering the suspension of annual leave.

The perspective of this research divides the impact of compensation into three scopes: small, medium, and large, with the goal of improving employee productivity, strengthening the company's business

needs, and improving the company's image. From a temporal perspective, compensation is viewed in the past, present, and future, with the hope that the compensation provided will continue to have a positive impact on the company. However, gap analysis reveals dissatisfaction with the suspension of annual leave due to the pandemic. While some employees have reacted positively to this policy, seeing it as part of an unavoidable situation, the researcher suggests solutions such as replacing the canceled leave with monetary compensation or offering leave every two months.

In the face of globalization challenges and increasing competition, PT. Infomedia Nusantara, OCC DWS Project Division, must be able to improve the Service Level Agreement (SLA) to remain competitive with other companies, particularly in securing cooperation agreements with ISPs. By improving the SLA, the company can attract more ISPs to collaborate, which in turn will increase the company's revenue and strengthen its position in the market.

## CONCLUSION

This study concludes that compensation plays a vital role in improving employee productivity at PT. Infomedia Nusantara, OCC DWS Project Division. Financial compensation, including salaries, bonuses, and insurance, significantly boosts employee motivation and satisfaction, contributing to higher productivity levels. Timely and performance-based compensation encourages employees to achieve targets efficiently, fostering a culture of accountability and excellence. Non-financial compensation, such as recognition and a supportive work environment, also plays a critical role. The suspension of annual leave during the pandemic highlighted the importance of maintaining non-financial benefits to balance work demands and employee well-being. The findings reveal that a lack of such benefits can negatively impact morale, leading to reduced productivity and increased stress levels.

The SWOT analysis identifies key strengths, such as adequate infrastructure and skilled employees, alongside weaknesses, including limited employee development programs and reduced non-financial rewards. External opportunities in the digital era and threats from growing competition underscore the need for a balanced compensation strategy. To sustain employee productivity, the study recommends reintroducing annual leave policies, enhancing training programs, and offering performance-based financial rewards. By balancing financial and non-financial compensation, PT. Infomedia Nusantara can improve employee satisfaction and maintain a competitive edge in the industry. These efforts will ensure long-term organizational growth and employee loyalty, creating a mutually beneficial work environment.

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