

Compensation Management for Industrial Employees of Sport Event Venue Management(Case Study: PT. Jakabaring Sport City)

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ABSTRACT

The difference in the management of compensation given to employees of PT Jakabaring Sport City as an industry for managing sport event venues in Palembang City is not in accordance with the rules issued by the Ministry of Manpower of the Republic of Indonesia. The only compensation given is salary, incentives and facilities. However, in theory (Henry Simamora, 2004) explains that compensation must be given in the form of four categories including salary, benefits, incentives, and facilities that support the work of the employee. Therefore, it is interesting for researchers to examine this research more comprehensively. The purpose of this study is to find out how the differences in management of compensation in the form of four types need to be carried out in accordance with the theory that supports this phenomenon. The research method used is descriptive quantitative method on saturated sampling or census, because the samples taken in this study were less than twenty respondents. Thus, the aims and objectives of this research can be clearly measured. From the research method that has been carried out, it provides results and discussion that salaries, benefits, incentives and facilities that have been given to employees so far are not in accordance with the rules and performance loyalty that they have given to the company.

KEYWORDS: Employees; Sports Venues; Events, Compensation; Research

INTRODUCTION

Sports events are one of the recreational experiences that can increase a country's economic income (Hinch and

Higham, 2004). In holding a sport event in an area visited, of course it must have a venue that is used as a place for the sport event. This is true, because in the view of Warrant A. Whisennat (2003) in order to achieve an event such as a good sport event, a venue must be provided that can be used as a venue for sports competitions and a place for spectators so that event actors can run a sporting event that well controlled.

Maintenance of a venue can be controlled, of course a venue manager or company is needed to carry out the purpose of establishing the venue. This is supported by a source quoted from (liputan6.com) who reports that in order for a venue that has been used as a venue for large events not to be stalled or useless, there must be an accountable party such as an organization or company that can manage it. Thus, with a company that can carry out the venue, the arrangement and utilization of the venue can run smoothly (Warrant A. Whisennat, 2003).

So that with the management such as a company, the work of the venue can be maximized. To maximize and manage the venue company well, of course, it cannot be separated from the role of human resources or employees in it. Because human resources or employees are the spearhead in the survival and progress of a company. This is true, because according to Dessler (2001) an organization or company is required to maintain one of its valuable assets, namely its employees. An employee is every resident of working age aged fifteen to 64 years who is in charge of producing goods or services (Subri, 2002). Meanwhile, according to the statement conveyed by Hasibuan (2002), employees are people who provide services in



the form of thoughts and energy who get remuneration in the form of compensation whose amount has been determined in advance.

So naturally the company should pay special attention to the employees in it. This is intended not only to establish a good working relationship between the company and its employees. This is supported by the opinion of Dessler (2001) which explains that in order to implement a good company management, cooperation between the company and its employees is needed, so that they can achieve common goals.

That is, employees provide an attitude of enthusiasm and good work performance in order to realize the company's goals, while the company can provide appropriate compensation for the performance that has been done by employees towards the company (Yani, 2012). That way of course compensation is a major factor in improving employee work. Because according to Sofyandi (2008) who explains the level of compensation pay is very important in the eyes of employees to work optimally. This statement is also fully supported by Henry Simamora (2004) who stated that in general there are 4 indicators the provision of compensation, including: 1) Comparable salary, 2) Incentives provided, 3) Supporting facilities, 4) Allowances issued.

With the above statement that the company's attention to rational and fair arrangements is very much needed in the provision of compensation. So that it can motivate employees to increase their work productivity (Yani, 2012). If employees view that the compensation is inadequate, their work performance, motivation and job satisfaction will tend to decrease (Handoko, 2011). If that happens, it can cause the company's goal of seeking profit to not run smoothly (Cardoso, 2003).

It turned out that this happened to PT Jakabaring Sport City as an industry for managing sport event venues in Palembang City, South Sumatra Province, which experienced a decrease in revenue every year. However, PT Jakabaring Sport City has now realized that the target set by the company is not achieved at the minimum threshold every year. This is found from the company's revenue data from 2018 to 2019. In fact, according to an information source quoted from (jakabaringportcity.id) which states that the venue at Jakabaring Sport City is always used as a venue for international sport events or international sporting events every three months a year,

namely in 2018 and 2019. of course if it is seen by the naked eye, the income that PT Jakabaring Sport City gets annually is increasing. However, all of this is the opposite in reality.

According to information taken from (www.republika.co.id) the impact of this is that operational funds that should be spent on management, maintenance and cleanliness cannot be regulated properly. Meanwhile, according to the opinion of the Head of the Human Resources Division of PT Jakabaring Sport City, which was taken from the results of a brief interview, he stated that this was due to a lack of awareness from workers or employees in carrying out their responsibilities to find organizers to use Jakabaring Sport City venues, as well as the lack of promotion of potential visitors. Not only that, on the company's side, in providing compensation to employees there are those who are not in accordance with the orders of Law Number 13 of 2003 concerning employment, and have not met the requirements for indicators of actual compensation in the event industry, as for the data obtained from the research location as follows: linked to indicator points in the provision of compensation:

Table 1. Compensation at PT Jakabaring Sport City
 Source: Processed company data, 2020

PT JSC	Compensation			
	Salary	Incentive	Facilities	Allowance
Employee	Provincial Minimum Wage IDR. 3.165.519,- 8 hours work/day 40 hours of work 6 days Within a week	Shaped overtime	Computer and work printer HR department only uneven in another division	-

It can be seen from the data above, that there are problems that occur, including in the regulation of working hours which should follow the rules in Law Number 13 of 2003 concerning Manpower that for eight hours of work per day it should be 5 days per week. Then the incentives given are only in the form of overtime or additional wages, even though not only that but incentives can be given to employees who excel or who work optimally (Handoko, 2002), then the facilities provided are only

focused on the HR department, even though the division others deserve it too. Then the benefits have never been given, a company should include benefits in the form of health insurance or pensions so that employees can be controlled properly (Dessler, 2007).

So, from the data above, it is reasonable for employees to give their morale a decrease because in terms of compensation by the company it is not enough to meet the needs of employees. Based on the explanation above, it can be seen how important it is to provide appropriate compensation to employees by the company PT Jakabaring Sport City as an industry for managing sport event venues in Palembang City. Thus, encouraging researchers to conduct this study to examine the causes of differences in the management of compensation for employees of the sport event venue management industry at PT Jakabaring Sport City.

Compensation is something that employees can receive as a reward for their work (Umar, 2002). Meanwhile, according to Anwar Prabu Mangkunegara (2001) compensation is something that is considered as something comparable. Compensation can also be interpreted as a form of return or financial reward, services in the form and goals obtained from an employment relationship (Agus Sunyoto, 2009).

Then followed by a statement according to Marwansyah (2009) compensation is a direct or indirect award that is given fairly and appropriately to employees in return for their performance contribution to the achievement of company goals. Thus, the provision of good compensation will greatly affect the enthusiasm and productivity of employees in working as well as possible in a company (Yani, 2012). So in this case, the researcher only emphasizes the theory according to Henry Simamora (2004) which emphasizes that the assessment of compensation in accordance with the work of employees is divided into 4 indicators which include:

Salary

Salary is always related to the hourly rate of pay. While wages are payments that are often paid to production and maintenance workers. According to (Hadi Poerwono, 2014) which explains that salary is wages paid as a substitute for services that have been issued by workers in a company. Meanwhile, according to (Pandjojo, 2005) which asserts that salary is money received by employees in exchange for work. Rivai's research (2002) also explains that salary is remuneration in the form of money received by employees or employees because they have

contributed to achieving company goals.

This statement is also agreed by Hariandji (2002) who explains that salary is remuneration in the form of money received by employees as a consequence of having contributed to a position in a company. Armstrong and Murlis (2013) also explain that salary is the payment received by everyone for doing something. Meanwhile, according to Hasibuan (2004) salary is remuneration paid periodically to permanent employees.

Incentive

Incentives are an addition to the salary or wages provided by the company. According to (Hasibuan, 2001) explained that incentives are in addition to the remuneration provided by certain employees who have achievements, with the aim of making them more enthusiastic at work. Meanwhile, according to (Handoko, 2002) suggests that incentives are used by companies as incentives offered to employees to be more motivated in achieving their best performance. As it is known that everyone who works for both private companies and government agencies, of course expects a reward or reward given for the contribution of work, thoughts and time given. One way to do this is by providing incentives to employees.

Incentives are systems for providing remuneration associated with performance, both material and non-material, which can provide motivation or impetus for employees to work better and be more enthusiastic, so that employee performance or work results increase which in the end the company's goals can be achieved. (Rochmatetal, 2013). In Nafrizal's research, (2012) Incentives are stimuli given to employees with the aim of encouraging employees to act and do something for company goals.

Facility are facilities provided by the company for employees to use. According to (Sulistiono, 2014) explains that the main work facilities are the provision of physical equipment to provide convenience for employees in carrying out their activities in the form of computers, printers and paper and so on as support. Meanwhile, according to (Lupioadi, 2008) which explains that the facility is the ability of infrastructure facilities and the state of the surrounding environment that shows its existence to the external in the form of buildings, equipment and main work equipment. In Zakiah Daradjat's research (2012: 230) Facilities can be interpreted as anything that can facilitate efforts and

facilitate work in order to achieve a goal. Meanwhile, according to Suryo Subroto (2010: 22) facilities are also interpreted as anything that can facilitate and expedite the implementation of a business, which can be in the form of objects or money. Suhaisimi Arikunto (2003) argues that facilities can be defined as anything that can facilitate or facilitate the implementation of a business.

Allowance can be categorized as health insurance, company-borne holidays, pension payments and other benefits according to company rules. According to (Manulang, 2005) that allowance is a service program for employees in the form of additional wages in order to form and maintain employee morale in achieving maximum results. Meanwhile, according to (Dessler, 2007) which explains that benefits are indirect payments to employees in the form of health insurance, leave and pensions. While the performance allowance is one of the organization's efforts to retain its employees in the hope that employees can improve their work performance and commitment to the organization.

According to Bangun (2012:295), allowances are part of the compensation offered to employees. Compensation is an incentive offered to employees to carry out work according to or higher than the standards that have been set (Handoko, 2011:176). In a previous study, Kadarisman (2016: 230) explained that allowances are additional income provided by the organization to its employees. Usually the payment of allowances is included in the list of payment of employee salaries each month. According to the Minister of Manpower Regulation Number 10 of 2017, performance allowances are allowances given to employees based on employee performance achievements that are in line with organizational performance achievements.

METHODS

The research method used in this study is a descriptive quantitative approach that is based on saturated non-probability sampling or census. In this research, the researcher uses saturated sampling or census in order to be able to select the entire population needed. Referring to the statement from Sugiono (2001) which explains that saturated sampling or census is a sampling technique if the total number of population members will be used as a sample of less than 30 people. So, by using this sampling technique, the population to be studied is certain. So the researchers only focused on the definitive sample of employees at PT Jakabaring Sport City, which amounted

to 20 people. Then data collection using an online google form questionnaire. The questionnaire contains twelve questions that will be given to respondents in order to obtain certain information (Arikunto, 2010). The questionnaire will be given in the form of a question where the respondent can only choose one answer, in order to give a value to each indicator in the provision of compensation that has been listed previously. So that the measuring instrument uses a Likert scale in order to create definite interval data.

Table 2. Likert Scale

Alternative Answer	Value Weight
Agree	3
Doubtful	2
Do not agree	1

Source: Sugiono Theory, 2013

The data analysis tool used in this study relies on the 2010 version of Microsoft Excel. According to Gottfried (1996) Microsoft Excel can be used as a tool in analyzing data quickly and appropriately. So that the data entered to test the validity and reliability can take place efficiently (Jonathan Sarwono, 2006).

Instrument Validity and Reliability Test

The instrument test in this study uses validity and reliability tests in order to produce valid and reliable data. Test the validity of the instrument using the product moment correlation from Karl Pearson. This test will correlate each individual item value with the total value. The total score is all the items to be added up. Questions that are significantly correlated with having a total score will show that all of these items are able to provide support when revealing what you want to explain is valid. If r count r table (2-sided test with sig. 0.05) then these instruments are significantly correlated with the total score (declared valid). Meanwhile, in the reliability test, the researcher uses the Cronbach alpha formula which has been entered and adjusted into the 2010 version of Microsoft Excel. Meanwhile, to determine reliable results, the researcher must use a minimum reliability coefficient value of 0.7 (declared reliable).

According to the results of the validity and reliability of the instrument, it can be interpreted that:

1. In this validity test the researcher used 30 random respondents who came from any employee or

office employee who could be used as respondents. Then the r table used is (n = 30-2) so that it is obtained (r = 0.362). Then for the questionnaire statement totaling 12 items taken from the derivative indicators obtained from the grand theory according to Henry Simamora (2004).

- In the reliability test, it is explained that the value of the reliability coefficient obtained by all variables is greater than the value of the reliability coefficient that has been determined, namely 0.7. Then the statements that have been entered into the questionnaire can be continued to be distributed to the actual population respondents, namely employees of PT Jakabaring Sport City.

Table 3. Results of Validity Test and Reliability Test

Q (questions)	r-count	r-table	Information	K	Q = 12
Q1	0,3874598	0,362	Valid	$k/(k-1)$	1,090909091
Q2	0,5811897	0,362	Valid	$\frac{\sum ccb^2}{\sum c^2}$	0,354943935
Q3	0,4954773	0,362	Valid	$ 1 - \frac{\sum ccb^2}{\sum c^2} $	0,645056065
Q4	0,4232576	0,362	Valid	r_{tt}	0,7037 Reliable
Q5	0,5906898	0,362	Valid		
Q6	0,4006874	0,362	Valid		
Q7	0,6300519	0,362	Valid		
Q8	0,4997450	0,362	Valid		
Q9	0,4045555	0,362	Valid		
Q10	0,5965735	0,362	Valid		
Q11	0,6068333	0,362	Valid		
Q12	0,4557457	0,362	Valid		

Source: Processed data of Microsoft Excel version 2010, 2020

Descriptive Analysis

With using this descriptive analysis in order to know the condition of the variables studied related to compensation at PT Jakabaring Sport City as an industry for managing sport tourism and sport event venues. Then a descriptive analysis will be carried out with the intention of describing the data that has been collected previously (Mahadewi, 2012). These data can be concluded from the respondent's assessment by looking at the average score of respondents' responses from the statements listed on the research questionnaires that have been distributed previously. So, the researcher makes interpretation guidelines which will be calculated and presented as follows: Maximum score = 3; Minimum score = 1; Interval range = ((maximum score – minimum score) : category) = ((3-1) : (3)) = 0.66667. From the description of the interval range above, it is found that the category is based on the choices that have been set previously on the Likert scale explanation. The selected categories are listed in the table below:

Table 4. Preferred Category Classification Guidelines

Preferred Category Classification Guidelines					
Categ ory	Range Scale	Interval Range			
Do not Agree	DA	-	1,00	-	1,67
Doubtful	D	-	1,68	-	2,33
Agree	A	-	2,34	-	3,00

Source: Processed data of Microsoft Excel version

In the selected category above, the respondents' responses which have been measured using Microsoft excel are then entered which contains the results of data frequency, response weights, scores, average interval range, and categories in the description. The following is based on the four indicators in it, namely salaries, incentives, benefits, and facilities.

DISCUSSION

Analysis of Respondents Characteristics

With the number of respondents as many as twenty people to find out the five characteristics in it which include gender, age, marital status, latest education, and divisions at PT Jakabaring Sport City.

Table 5. Characteristics of Respondents

Characteristics	Unit / Value	Amount
Gender		11
	Female	9
Age	< 25 years old	4
	26 - 35 years old	11
	36 - 45 years old	5
	> 45 years old	0
Marriage Status	Married	14
	Not married yet	6
Last education	Elementary school	0
	Junior high school	1
	Senior high school	5
	3rd Diploma	1
	Bachelor	11
	Master	2
	Doctor	0
Division	Finance	4
	Public relations	0
	Human Resources	2
	Marketing	1
	Operation	8
	Secretariat	5

Source: Researcher's questionnaire data, 2020.

Variable Descriptive Analysis

Finding data that has been collected, descriptive analysis was carried out on the compensation variable. Thus, this compensation variable was measured using twelve questions which were divided into four indicators and distributed directly to respondents in accordance with the sample set by the researcher, namely the employees of PT Jakabaring Sport City as an industry for managing sport event venues, totaling twenty people.

Then the resulting data findings are presented in the form of a table containing a combination of the results of the frequency distribution table and the results of the range scale table. The table is classified based on the distribution of four indicators including salary, incentives, facilities and benefits. So the researcher easily explains the data that has been tested into descriptive analysis in the respondent's response table, the descriptive analysis includes:

1. Salary Indicator

Judging from table 6 related to the respondents' responses to the salary indicators which are divided into 3 questionnaire statements, it can be described that statement 1 with an average value of 1.80 is categorized as doubtful, in this case it shows that the salary issued by the company is partly some are in accordance with employee expenses and some are not sufficient with employee expenses. While in statement 2 with an average of 2.00 which means it is in the category of doubt, so this statement shows that the salaries received by employees of PT Jakabaring Sport City are partly not proportional to the workload of the employees themselves. Then in statement 3 with an average value of 2.05 which means it is included in the category of doubt, then in this statement it shows that the salaries given by the company are not in accordance with the needs of some employees. So that the average overall statement on the salary indicator is 1.95 which indicates that the salaries issued by the company are partly not proportional to all the sacrifices that have been made by employees.

2. Incentive Indicator

In this incentive indicator which has been divided into 3 questionnaire statements as stated in the table of respondents' responses to the incentive indicators above, it shows that statement 1 with an average value of 3.00 is included in the agreed category, so in this case it means that all employees of PT Jakabaring Sport City agrees that the incentives received by employees can add value to their remuneration. While in statement 2 with an average of 2.30 which means it belongs to the agree category, then this statement indicates that the employee agrees with the incentives provided in accordance with company rules. Then in statement 3 with an average value of 2.90 which is included in the agree category, it shows that almost all employees agree that incentives are a motivational generator at work. Thus, the researcher got the average result of the overall statement in this incentive indicator with a value of 2.73 which in this case meant the category of agree. It can be concluded that the incentives provided by the company so far to employees have been able to provide its own adequacy in raising the morale of the employees of PT Jakabaring Sport City as the only party that manages the assets of the sport event venue in Palembang City.

3. Facility Indicator

After reviewing the table of respondents' responses to the facility indicators, it can be stated that statement 1 has an average value of 2.95 which means it can be categorized as agree, so that this statement indicates that employees agree with the provision of main work facilities such as computers, printers, paper, tables and chairs can certainly help the work of employees. While in statement 2 has an average of 2.95 which means it is included in the agreed category, then in this statement that employees agree with the company providing the main work facilities can make it easier for employees to carry out their work. of 2.95 which means that it belongs to the agree category. Then, it can be concluded that the facilities provided by the company are sufficient for the work needs of employees.

4. Allowance Indicator

In the table of respondents' responses to the allowance indicators above, it can be concluded that in question 1, the average value is 2.95, which means that it is included in the agreed category, so that this statement shows that employees agree if the allowance is issued by the company. Then in statement 2 has an average of 3.00 which can be categorized as agree, then in this statement it shows that employees agree if the allowance in the form of additional wages can maintain employee morale. Furthermore, statement 3 has an average of 2.70 which means that the category of choice agrees, thus indicating that the employee agrees that the benefits to be issued are in the form of health insurance. In statement 4 with an average value of 2.95 which means that it is included in the agreed category, it means that in this case the employee also agrees if the benefits issued later are in the form of pension money. So that from the 4 statements that have been described in the allowance indicators above, they have an average score of 2.90 which means that they fall into the agree category. In this case, it is explained that the employee agrees if the company issues benefits in the form of health insurance and pensions with the aim of maintaining employee morale at work.

CONCLUSION

1. Salary Indicator

In accordance with the contents in table 6 related to the

respondent's response to the salary indicator which is divided into 3 statements between statement 1, the average value is 1.80, which means that it is included in the category of doubtful choice showing that the salary given by the company to employees every month nothing is worth the expense. Then in statement 2 with an average value of 2.00 which is included in the agreed category, this shows that the salary received by the employee is proportional to the workload. Furthermore, in statement 3 with an average value of 2.00 which means it is included in the agreed category, thus indicating that the salary given by the company is in accordance with the needs. So that this indicator earns an average score of 1.95, which means it is included in the doubtful category. So this indicator shows that the salaries issued by the company to employees have not fully met the needs and workload of employees.

2. Incentive Indicator

In accordance with the results from table 7 regarding respondents' responses to incentive indicators which are divided into 3 statements, namely statement 1 has an average value of 3.00, which means that it falls into the category of agreeing assessment, showing that all employees agree that incentives are obtained as added value for remuneration. . Then in statement 2 with an average value of 2.30 belonging to the agree category, it describes that employees agree with the incentives provided according to company rules. Next in statement 3 with an average value of 2.90 which means it is included in the agree category, it explains that employees agree with incentives as a generator of motivation at work. So that this incentive indicator gets an average value of 2.90, namely agree, in the sense that employees agree if the incentives provided are added value in their work.

3. Facility Indicator

Referring to table 8 related to the respondents' responses to the facility indicators which are classified into 2 statements, including statement 1 is able to get an average value of 2.95 with the meaning of being in the agreed category indicating that employees agree with the provision of main work facilities such as computers, printers, paper, tables and chairs can help employees at work. Then in statement 2, they were able to achieve an average value of 2.95 which was included in the category of agreeing assessment, so this statement shows that employees agree that the provision of the main work facilities can make it easier for employees to complete their work. So that this indicator is able to achieve an average of 2.95, which means that it is included in the category of agreed assessment, so in this case the employee agrees with

the provision of the main work facilities to employees so that they can help and facilitate them in completing their work properly.

4. Allowance Indicator

Referring to table 9, of course, it is related to the respondents' responses to the allowance indicators which are divided into 4 statements, namely in statement 1 with an average value of 2.95 which is included in the agreed category, so in this case the employee agrees if the allowance can be issued by the company. In statement 2 with an average value of 3.00 which means that it is included in the category of agreeing assessment, it shows that all employees agree if the allowances in the form of wages that can be issued later can maintain their enthusiasm at work. Then in statement 3 with an average value of 2.70 which means it is included in the category of agreeing assessment, it shows that employees agree if the benefits issued later are also in the form of health insurance. Then in statement 4 with an average value of 2.95 with the meaning of agreeing assessment, it means showing that employees also agree if the benefits that can be given later are in the form of pension money. So that the indicator of this allowance gets an average of 2.90 which means that it is included in the agreed category, it can be described that employees fully agree if the benefits can be issued by the company later in the form of health insurance or pension money with the aim of nothing but maintenance the enthusiasm of employees to work optimally.

Based on the results of research that has been done previously using a quantitative research approach with descriptive analysis method on the title "Compensation Management to Industrial Employees Management of Sport Event Venues at PT Jakabaring Sport City" which is related to the theory of Henry Simamora (2004) which states that there are four indicators in providing compensation are comparable salaries, incentives provided, supporting facilities and appropriate allowances. So with this, the researcher concludes that in this compensation variable, the average value of the four indicators is 2.63, which means that it is included in the interval scale with the weight of the assessment agreeing.

With the results categorized as agree, then the compensation variable that has been obtained from the theory (Henry Simamora, 2004) is in accordance with the phenomena that occur at the research locus, namely PT Jakabaring Sport City as an industry for managing sport event venues in Palembang City, it can be described that salaries that have

been given to employees have not fully covered the needs and expenses and workload of employees, the incentives provided by the company to employees in the form of overtime pay are considered sufficient for employees, the facilities provided by the company have fully assisted and made it easier for employees to work well, and agree if the allowance is given to the company.

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