Vol. 7, No. 1, Mei 2025, pp 57 - 72

ISSN 2746-2439 (Print)

ISSN 2774-1664 (Online)

usiness and Management, Vol. No.

ABM : International Journal of Administration, B

**THE INFLUENCE OF PIECE-RATE WAGES, MOTIVATION, AND LEADERSHIP STYLE ON THE EMPLOYEES’ PERFORMANCE AT PABRIK PENGOLAHAN KARET ZEELANDIA-**

**PT PERKEBUNAN NUSANTARA I**

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**Abstract**

The objective of this study was to determine simultaneously and partially the influence of

piece-rate wages, motivation, and leadership style on the employee’s performance of Pabrik Pengolahan Karet Zelandia PT Perkebunan Nusantara I. This study uses a quantitative approach with explanatory research. The population in this study was 49 employees at Pabrik Pengolahan Karet Zeelandia- PT Perkebunan Nusantara I. The method of determining the sample used total sampling, in which all 49 employees were sampled in this study. The data in this study were mainly obtained by using questionnaires. Based on statistics analysis, it is proved that: 1) Simultaneously, there is a significant influence of piece-rate wages, motivation, and leadership style on the employees’ performance, 2) Partially, there is significant influence of piece-rate wages on the employees’ performance, 3) Partially, there is significant influence of motivation on the employees’ performance, 4) Partially, there is significant influence of leadership style on the employees’ performance, 5) Leadership style is the variable that makes the greatest contribution to the performance of employees at Pabrik Pengolahan Karet Zeelandia PT Perkebunan Nusantara I.

**Keywords**: piece-rate wages, motivation, and leadership style, employees’ performance

**INTRODUCTION**

In the era of Industry 4.0, companies are required to be able to optimize employee performance in order to achieve predetermined organizational goals. In order to improve employee performance, the main factor that must be considered is human resources. Human resources are the most important asset because of their central role in determining the success of a company to achieve its goals. As stated by Gibson (1996) that human resources are one of

the main driving forces for every company's operation, so that efforts are made to improve the productivity of the company.

PT Perkebunan Nusantara III (Persero) is a State-Owned Enterprise (BUMN) which is engaged in the management, processing and marketing of plantation commodity products. The plantation commodities cultivated are oil palm, rubber, sugar cane, tea, coffee, cocoa, tobacco, various woods, fruits and various other plants. In December 2023, Holding Perkebunan Nusantara PTPN officially announced the merger of 13 companies under Holding Perkebunan Nusantara, into two Sub Holding, namely PalmCo and SupportingCo. In the HRM aspect, the merger of PTPN has an impact on the complexity of HRM management, where HRM management regulations and policies will be taken from a collaboration of the values of the former PTPN which are considered the best. With the collaboration of regulations and policies taken from different entities, it has an impact on the way employee work and achieve predetermined performance targets.

According to a definition provided Timpe (1992) performance is the level of achievement of a person or employee in an organization or company that can increase productivity. Riyadi (2011) mentions that there are two factors that can affect employee performance, namely internal factors and external factors. Internal factors are factors related to a person's traits, including attitudes, personality traits, physical traits, desire or motivation, age, gender, education, work experience, cultural background and other personal variables. External factors are factors that affect employee performance derived from the environment, leadership, actions of coworkers, type of training and supervision, wage system and social environment.

Wages are one of the factors that influence employee performance. For an organization or company, wages can affect productivity through the maintenance of existing human resources, this means that increasing organizational productivity is not always through employee turnover but can be done by improving employee salaries. Indonesia implements several wage systems to pay wages, one of which is the piece-rate system. The amount of wages received in this system is determined by the number of goods produced by an employee (Martanti & Imanah, 2018).

Furthermore, one of the other important components in encouraging employees to work in a work context is their motivation. The three main elements in motivation are effort,

goals, and needs (Seo, Rumampuk, & Potolau, 2020). Various work motivation factors can improve employee performance, because in general, humans work in a company with the aim of getting wages to meet their needs with the fulfillment of employee needs, a pleasant work atmosphere will be created in the company environment.

In addition to the wage system and motivation, leadership is an important component in the context of the company's management system. Leadership is how a person can become a leader through actions so as to influence the led (adherents) to achieve company or organizational goals. Koesmono (2007) revealed that the existence of a leader in the organization is needed to bring the organization to the goals that have been set.

This study therefore set out to determine the influence of piece-rate wages, motivation, and leadership style simultaneously or partially on the employee’s performance of Pabrik Pengolahan Karet Zelandia PT Perkebunan Nusantara I.

**FORMULATION OF THE PROBLEM**

Concerning the above issues, the following research questions were addressed:

1. Simultaneously, is there an influence of piece-rate wages, motivation, and leadership style on the employee’s performance of Pabrik Pengolahan Karet Zelandia PT Perkebunan Nusantara I?

2. Partially, is there an influence of piece-rate wages on the employee’s performance of

Pabrik Pengolahan Karet Zelandia PT Perkebunan Nusantara I?

3. Partially, is there an influence of motivation on the employee’s performance of Pabrik

Pengolahan Karet Zelandia PT Perkebunan Nusantara I?

4. Partially, is there an influence of leadership style on the employee’s performance of

Pabrik Pengolahan Karet Zelandia PT Perkebunan Nusantara I?

**LITERATURE REVIEW AND DEVELOPMENT HYPOTHESIS A. Piece-Rate Wages**

Walsh (2005) says that piece-rate refers to workers being paid a certain rate for each

'piece' of output produced. Borino (2018) also states that piece-rate can be defined as work that is paid based on the number of units produced. Skelton and Yandle (1982) said that if through piece-rate wages companies can adjust their variable costs by changing the standard

of work and the piece-rate itself. In their study, they also found that the piece-rate system can save the cost of monitoring the work of workers, so this system can be a substitute for management.

**B. Motivation**

According to Kreitner (2003) motivation referring to a psychological process that increases and directs one’s behavior to achieve goals. Motivation is defined as a process that explains the strength, direction, and persistence of a person in an effort to achieve goals. (Robbins and Judge, 2015: 127). Based on this definition, it can be assumed that motivation is a driving force for a person's willingness to work to achieve certain desired goals. This implies that motivation is one of the essential important factors influencing the level of quality of individual performance in achieving their goals, thus affecting the achievement of the ultimate goals of an organization or company.

**C. Leadership style**

Leadership style according to Rivai and Mulyadi (2015) is a set of characteristics that leaders use to influence the employees to achieve the organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating employees’ behavior to achieve goals, and influencing to improve the group and its culture. Susanto (2016), Hafizhah (2018), Kamal, Winarso, dan Sulistio (2019) dan Nur (2022) conducted research related to the influence of leadership style on the employees’ performance. Their studies revealed that leadership style has significant impact on the employees’ work performance.

**D. Work Performance**

Work performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him by the company (Mangkunegara, 2000). Moroever, Maryoto (2000) also conveyed the definition of employee performance as the results of work during a certain period compared to various factors such as standards, targets/goals or criteria that have been agreed upon.

**CONCEPTUAL FRAMEWORK**

H1

Piece-Rate Wages

(X1) H2

Motivation

(X2)

Employees’

Performance (Y)

H3

Leadership Style

(X3)

H4

**HYPOTHESES**

Figure 1. Conceptual Framework

1. Simultaneously, there is an influence of piece-rate wages, motivation, and leadership style on the employee’s performance of Pabrik Pengolahan Karet Zelandia PT Perkebunan Nusantara I.

2. Partially, there is an influence of piece-rate wages on the employee’s performance of

Pabrik Pengolahan Karet Zelandia PT Perkebunan Nusantara I.

3. Partially, there is an influence of motivation on the employee’s performance of Pabrik

Pengolahan Karet Zelandia PT Perkebunan Nusantara I.

4. Partially, there is an influence of leadership style on the employee’s performance of

Pabrik Pengolahan Karet Zelandia PT Perkebunan Nusantara I.

**RESEARCH METHODS**

A quantitative approach with an explanatory research design was employed to determine whether the independent variables (piece-rate wages, motivation, and leadership style) influence the dependent variable (work performance). Forty-nine employees at Pabrik Pengolahan Karet Zeelandia PTPN I were recruited for this study by using total sampling. Data collected through a set of structured-questionnaire which was adopted from previous studies and formulated was designed and then distributed face-to-face to the employees. The questionnaire was constructed using a 5-point Likert scale namely 1.Strongly Disagree

2.Disagree 3.Neutral 4.Agree and 5.Strongly Agree. Additionally, multiple regression analysis was used to analyze the influence of the independent variables on the dependent variable. Of the study samples, 49 respondents completed and returned the questionnaire.

**RESULT ANALYSIS Demographic Information**

Prior to embarking on the analysis and interpretation of the graphs corresponding to

the research questions as well as objectives, it is essential to present information about the participants of the study. The following table displays the background information on the employees to whom the questionnaires were administered.

**Table 1. Demographic information of the respondents**

**Background Information N %**

|  |  |
| --- | --- |
| **Gender** | Male 19 38.8 |
|  | Female | 30 | 61.2 |
| **Age group** | 20-30 years | 6 | 12.2 |
|  | 31-40 years | 9 | 18.4 |
|  | 41-50 years | 22 | 44.9 |
|  | 51-60 years | 12 | 24.5 |
| **Years of work experience** | 1-3 | 0 | 0.0 |
| **(in years)** | 4-6 | 0 | 0.0 |
|  | 7-9 | 5 | 10.2 |
|  | More than 9 | 44 | 89.8 |
| **Marital status** | Single | 0 | 0.0 |
|  | Married | 44 | 89.8 |
|  | Widowed/divorced | 5 | 10.2 |

As illustrated in Table 1, the data shows that the employees consist of 38.8% female while 61.2% were male. This depicted that the highest percentages of the employees were dominated by female. In addition, 44.9% of the employees were belonged to the age group of

41-50 years. There were about 24.5% of the employees at the age group of 51-60 years. Meanwhile, a small minority of the employees who belonged to the age group of 20-30 years and 31-40 years were 12.2 percent and 18.4 percent respectively. Furthermore, as shown in Table 1, the majority (89.8%) of the survey participants have already worked more than nine years. Meanwhile, those who have years of working experience around 7-9 were only 10.2%. Overall, forty four (89.8%) of all respondents reported they were married at the time of survey, 10.2% reported they were in widowed/divorced and 0% of respondents reported they were single.

**Instrument**

**1. Validity Test**

According to the validity tests have been carried out, it was found that the components of the variables of piece-rate wages, motivation, leadership style, and work have r value > r table value (0.2816). It can be concluded that the components of those variables achieve good validity.

**2. Reliability Test**

In this study, reliability analysis Coefficient is used to access the reliability. When the Cronbach's Alpha value is 0.70 and even more, the scale is considered reliable. The Cronbach’s Alpha results of statements piece-rate wages, motivation, leadership style, and work performance are in high reliability, which are 0.753, 0.805, 0.798, and 0.822 respectively. These results showed that overall assertion of the questionnaire is right and reliable.

**Classic assumption test**

**1. Normality test**

Below is a summary table of the normality test conducted using SPSS 26. The normality test was carried out using Kolmogorov-Smirnov.

**Table 2. Data Normality with the Kolmogorov-Smirnov Test**

|  |  |  |
| --- | --- | --- |
| *Asymp Sig.* | Normality Standards | Information |
| 0.192 | 0.05 | Normally distributed |

Source: Data processed

The results shown by the normality test using the SPSS 26 application prove that the average test results get numbers above 0.05. It can be concluded that the data is normally distributed since the significance value is greater than alpha. Therefore, from the results of this test, it will be used as the basis for testing the first hypothesis.

**2. Multicollinearity Test**

To test the existence of multicollinearity can be done by analyzing the correlation between variables and calculation of tolerance values and variance inflation factor (VIF).

**Table 3. Multicollinearity Test**

No Variabel Collinearity Statistics

 Tolerance VIF

|  |  |  |  |
| --- | --- | --- | --- |
| 1. | Piece-rate wage | 0.928 | 1.077 |
| 2. | Motivation | 0.312 | 3.204 |
| 3. | Leadership style | 0.316 | 3.160 |

Source: Data processed

The values of the various constructs' collinearity determined by VIF are displayed in Table 3. All of the constructions' VIF values fall below the cut-off of 5, indicating that the model is free of collinearity issues (Keith, 2015). It can be seen from the presented table that the tolerance values of piece-rate wages, motivation, and leadership are 0.928,

0.312, and 0.316 respectively. Meanwhile, the VIF values of piece-rate wages, motivation, and leadership are 1.077, 3.204, and 3.160 respectively. These findings showed that there is no multicollinearity between the independent variables in the regression model.

**3. Heteroscedasticity Test**

The results of the heteroscedasticity test with the Glejser test using the SPSS 26 can be seen in the table below:

**Table 4. Heteroscedasticity Test Results**

**Coefficientsa**

Unstandardized

Coefficients

Standardized

Coefficients

Model

 B Std. Error Beta T Sig.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 1 (Constant) | 4.755 | 2.233 |  | 2.130 | .039 |
| PIECE-RATE WAGES | .050 | .058 | .122 | .858 | .395 |
| MOTIVATION | -.079 | .072 | -.268 | -1.088 | .282 |
| LEADERSHIP STYLE | -.053 | .084 | -.153 | -.629 | .533 |

a. Dependent Variable: Abs\_RES

Source: Data processed

From table 4, it can be seen that the sig values for piece-rate wages, motivation, and leadership style are 0.395, 0.282 and 0.533 respectively. This provides information that all variables have a significance value of more than 0.05, which reveal that overall independent variables have no symptoms of heteroscedasticity.

**Multiple Linear Regression Analysis Results**

Multiple linear regression analysis was carried out to determine the functional relationship between the three independent variables (X) and the dependent (Y). From the results of testing with SPSS 26, the results of the multiple linear regression equation were

found as follows.

**Table 5. Multiple Linear Regression Results**

**Coefficientsa**

Unstandardized Coefficients

Standardized

Coefficients

Model

 B Std. Error Beta T Sig.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | (Constant) | .286 | 3.460 |  | .083 | .935 |
|  | Piece-rates wages | .201 | .090 | .145 | 2.231 | .031 |
|  | Motivation | .287 | .112 | .287 | 2.558 | .014 |
|  | Leadership style | .710 | .130 | .607 | 5.444 | .000 |

a. Dependent Variable: Employees’ Performance\_Y

Source: Data processed

Based on the table above, the regression equation can be formulated as follows: Y = 0.288 + 0.201 X1 + 0,287 X2 + 0,710 X3

1. 0.288 is a constant, which means that if there is no change from the independent variable, i.e., Piece-Rate Wages (X1), Motivation (X2), Leadership Style (X3), and work performance (Y) is 0.288.

2. 0.201 is the coefficient of Piece-Rate Wages (X1), which means that if there is an increase in piece-rate wages (X1), Employee Performance (Y) will increase by 0.201.

3. 0,287 is Motivation (X2) which means that if there is an increase in Motivation (X2), then Employee Performance (Y) will increase by 0,287.

4. 0.710 is the coefficient of Leadership Style (X3), which means that if there is an increase in Leadership Style (X3), then Employee Performance (Y) will increase by

0.710.

**Coefficient determination**

The Coefficient determination test results present in the following table.

**Table 6. Results of R Square Path Coefficient**

**Model Summary**

Adjusted R

Std. Error of the

Model R R Square Square Estimate

1 .907a .823 .811 1.276 a. Predictors: (Constant), piece-rate wages, motivation, leadership style

Source: Data processed

The result of the model summary in Table 6 above indicates that the R-square value or coefficient of determination, for the model as a whole is 82.3% (0.823), which means that the variable of piece-rate wages, motivation, and leadership can account for 82.3% of employees’ performances while other factors outside the model can account for the remaining 17.7%.

**Simultaneous Significance Test (F-statistic test)**

F test is used to determine the relationship and influence between independent variables and dependent variable as a whole or simultaneously.

**Table 7. F-Test Results**

**ANOVAa**

Model Sum of Squares Df Mean Square F Sig.

1 Regression 340.987 3 113.662 69.858 .000b

Residual 73.217 45 1.627

Total 414.204 48

a. Dependent Variable: Employees’ performance \_Y

b. Predictors: (Constant), piece-rate wage, motivation, leadership style

Source: Data processed

Table 7, as a result of the F-test performed to decide whether or not significantly, the independent variables influence the dependent variable. Based on the analysis of the ANOVA, it was shown that the F-test value was 69.858 with the p-value= 0.000 and that the probability for these findings is below 0.05. Thus, It was determined that the influence of independent variables on dependent variables is significant.

**Individual Parameter Significance Test (T-test)**

The partial test determines whether the independent variable (X) significantly affects the dependent variable (Y). The test was carried out with a significance level of 0.05. The table below illustrates the results of t-test.

**Table 8. T-test**

**Coefficientsa**

Unstandardized

Coefficients

Standardized

Coefficients

Model

 B Std. Error Beta T Sig.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 1 (Constant) | .286 | 3.460 |  | .083 | .935 |
| Piece-rate wages | .201 | .090 | .145 | 2.231 | .031 |
| Motivation | .287 | .112 | .287 | 2.558 | .014 |
| Leadership style | .710 | .130 | .607 | 5.444 | .000 |

a. Dependent Variable: Employees’ performance\_Y

Source: Data processed

Tabel 8 was created for the purpose of testing the research hypothesis. Based on the partial test results in table 7, it can be seen that t value of piece-rate wages is 2.231 higher than t table 1.67793 and a significance value is 0.031 which is smaller than 0.05 (<ɑ=0.05). Hence,

this indicates that the piece-rate wages (X1) has a positive and partially significant influence on Employees’ Performance.

Moreover, the results of the t test of the effect of motivation variables on employee performance presented in table 4.13 obtained a t value of 2.558> from t table 1.67793 and a significance value of 0.014. The significance value is smaller than 0.05 (<ɑ=0.05), then H0 is rejected and H1 is accepted. This means that motivation has a positive and significant effect on employee performance.

The results of the t test of the effect of leadership style variables on employee performance presented in table 4.13 obtained a t value of 5.444> from t table 1.67793 and a significance value of .000. The significance value is smaller than 0.05 (<ɑ=0.05). Therefore, tests prove that leadership style has a positive influence on and significant effect on employee performance.

In particular, there is a statistically significant influence of piece-rates, motivation and leadership style on employees’ performance. These results suggested that increasing piece-rate wages, motivation, and leadership style could lead to a positive development employees’ work performance.

**INTERPRETATION**

An initial objective of the study was to examine if simultaneously there is significant influence of piece-rate wages, motivation, and leadership style on the employees’ performance. The study found that simultaneously there is positive and significant influence of piece-rate wages, motivation, and leadership style on the employees’ performance. This finding challenges the notion that better piece-rate wages, motivation, and leadership style automatically lead to higher employees’ work performance. These results corroborate the findings of the previous work by Wibowo (2019) who revealed that simultaneously there is positive and significant influence of wages, motivation, and leadership style on the employees’ performance.

The second objective explored whether partially, there is significant influence of piece-rate wages on the employees’ performance. The result of the second objective indicated piece-rate wages has positive and significant effect on the employees’ performance.

Therefore, this result is in tandem with the finding of Mustafa (2018) and Rani (2018) who also found that there is a significant influence of wages on employees’ performance.

The third set of questions aimed to investigate if there is significant influence of motivation in the employees’ performance. What emerges from the results reported here is that a strong effect of leadership style to improve the work performance of the employees. This outcome is supported by the finding of susanto (2016), Hafizhah (2018), Magfirani (2018), Pratama (2020), dan Mutiara (2022) which revealed that motivation has positive impact on the employees’ performance.

The last objective looked at if there was an influence of leadership style on the emploees performances. The results showed that leadership style has a positive and significant influence on the employees’ performance. Among the three independent variables, the leadership style makes the greatest contribution to the performance of employees at Pabrik Pengolahan Karet Zeelandia PT Perkebunan Nusantara I. What emerges from the results reported here is that a strong effect of leadership style to improve the work performance of the employees. This outcome is related to that of Susanto (2016), Hafizhah (2018), Kamal, Winarso, dan Sulistio (2019) dan Nur (2022) where they concluded that leadership style has significant impact on the employees’ work performance.

**CONCLUSION**

This study set out with the aim of determining the influences of piece-rate wages, motivation, and leadership style on the employees’ performance. Overall result had proved that all the hypotheses had been identified well. It was found that whether simultaneously or partially, there are positive and significant influences of piece-rate wages, motivation, and leadership style on the employees’ performance. In other words, by improving the piece rate wages, motivation, and leadership style, the performance level of employees improves and increases. Moreover,

The study provides valuable insight to various stakeholders particularly to the policy makers, and organizational leaders to always emphasize on the policies implemented in a company to support the employees in improving their work performances. The scope of this study was limited to the influences of piece-rate wages, motivation, and leadership style on the employees’ performance. For further research, it is recommended to conduct more varied

tests by including several types of independent and dependent variables. Another constraint of the research is it only concentrates on one company, which restricts the generalizability of the findings. In response, future research could be conducted in a wider range of different sectors of companies involving more respondents to provide a more comprehensive knowledge and broader picture of the phenomenon being studied.

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