



Execution of Employee Compensation In Indonesia Post Company

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ABSTRACT

This study is to find out the form of compensation and to find out more about the purpose of providing compensation to employees of PT Pos Indonesia Sentosa Raya Branch and to find out the obstacles that occur in the company in providing compensation to employees. The report on the results of the PBL compensation with the title "Employee Compensation System at PT Pos Indonesia Sentosa Raya Branch". The method used in this practice is the interview method. By obtaining data directly, such as making observations. The types of compensation available at PT Pos Indonesia Sentosa Raya Branch are in the form of salary, allowances, leave, and protection programs. The compensation system used by PT Pos Indonesia Sentosa Raya Branch is to use a time system to provide basic salary and other allowances

Keywords: Employee Compensation; PT Pos Indonesia Sentosa Raya; Payroll System; Interview Method; Protection Programs

INTRODUCTION

The Compensation System in human resource management is a form of the company's recognition of employee contributions. Balanced and competitive compensation can motivate employees to enhance their performance. Companies are required to design a compensation system that not only meets employees' basic needs but also promotes their productivity and loyalty. PT Pos Indonesia (Persero) is one of the state-owned enterprises (BUMN) that has been operating since August 26, 1746. This company plays a strategic role in providing postal and logistics services throughout Indonesia. With the advancement of technology and shifts in consumer preferences, PT Pos Indonesia faces significant challenges in maintaining relevance in an industry now dominated by private

companies and digital platforms. Digital transformation has become one of the main focuses of the company's efforts to increase competitiveness.

The performance of a company is determined by the performance of all its employees. In this context, managers or company directors must understand how well their employees are performing. Therefore, it is necessary to conduct research to identify the factors that influence employee performance, such as motivation, competence, and compensation. Employees are the most crucial component of a company, responsible for carrying out the production and distribution processes. In performing their duties, employees greatly depend on encouragement and motivation from managers and fellow colleagues (Gunawan et al., 2025). In the context of organizational change, employee performance plays a vital role in the successful implementation of corporate strategies.

Businesses strive to remain competitive, they must consistently improve their service quality. To achieve business success, companies require employees who can enhance service performance. Given Indonesia's growing population and abundant labor force, companies have the opportunity to wisely utilize human resources by recruiting talented employees. This, in turn, opens up greater possibilities for business development (Agung et al., 2024). Human resources play a vital role in supporting organizational activities, as individuals act as planners, executors, and key drivers in achieving organizational objectives.

The factors influencing employee compensation at PT Pos Indonesia are as follows: Organizational Structure: PT Pos Indonesia has a diverse hierarchical and functional structure, which affects compensation decisions based on job level, responsibilities, and contributions to the company's objectives. Industry: As a company operating in the logistics and courier service industry, employee compensation is influenced by industry conditions such as market competition, technological changes, and customer demand. Government Regulations: Government policies on minimum wage, welfare benefits, and labor protection also influence PT Pos Indonesia's compensation policies. Company Performance: The company's financial health and overall performance play a significant role in determining the compensation budget. Employees may receive incentives based on target achievement and corporate performance. Labor Market Demand: Competition to attract and retain top talent in the industry influences compensation strategies, including attractive benefits packages, healthcare facilities, and career development opportunities.

By taking these factors into account, PT Pos Indonesia designs a competitive and appropriate compensation package to attract, motivate, and retain high-quality employees.

LITERATURE REVIEW

Employees working for a company require adequate and fair compensation or rewards. A well-structured compensation system significantly influences employee morale and productivity. An effective compensation system must be supported by logical techniques that provide compensation to individuals based on their performance.

Compensation is all income in the form of money, direct or indirect goods received by employees in return for services rendered to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented employees. In addition, the company's compensation system has an impact on strategic performance Hasibuan (2017). Compensation is a fair and appropriate reward or remuneration, whether direct or indirect, financial or non-financial, given to employees in return for their contributions or services toward the achievement of company goals Marwansyah (2016). Compensation in the workplace not only serves as a reward for performance, but also forms the basis for formal working relationships between companies and employees. Through the compensation system, employees have the obligation to perform their duties well, while companies are obligated to provide compensation in accordance with the agreement. Adequate compensation also enables employees to meet their living needs, which ultimately leads to increased job satisfaction. Additionally, competitive compensation can facilitate companies in recruiting qualified labor. For managers, the amount of compensation is an important tool in motivating employees, thereby increasing work motivation. If compensation is provided fairly and in line with market conditions, this will create stability in the work environment, as indicated by low employee turnover rates. Furthermore, fair compensation also encourages improved work discipline as employees feel valued. On the other hand, companies can minimize the influence of labor unions as employees feel their rights are fulfilled. Finally, by complying with labor regulations such as minimum wage standards, companies can also avoid government interference in their internal affairs Hasibuan (2017).

Compensation has a number of key functions in human resource management (Widarto & Wilar, 2019). One of its purposes is to attract quality workers, where attractive compensation can be a draw for potential employees who have the skills that the company needs. Additionally, compensation is also useful for retaining existing employees, as fair and reasonable rewards can enhance loyalty and reduce the likelihood of them moving to other companies. Another equally

important aspect is the creation of fairness, both within the company and compared to industry standards, to avoid disparities among employees. Compensation can also help companies manage operational costs more efficiently while maintaining employee job satisfaction (Febriyanti, 2024). Furthermore, the compensation system must comply with applicable regulations to ensure smooth administrative processes and avoid violating labor laws. Therefore, compensation is a strategic element in building professional, balanced, and long-term employment relationships.

According to (Arum et al., 2024) Financial compensation is a payment given to employees as compensation for work that has been completed, such as bonuses, base salary, and allowances. Organizational communication is also important in explaining the compensation system so as not to cause misunderstanding or reluctance. Research findings show that employee performance in technology companies is greatly influenced by compensation, organizational communication, and work discipline.

According to (Margono, 2020) One of the mediating variables between compensation and work motivation is work motivation. Employees will be motivated to improve their work performance if they are paid through a fair compensation framework. Since compensation without a clear understanding of career can increase its positive impact, career development is also an important factor in this context.

According to (Gilman et al., 2023) In the context of a work relationship, compensation is a crucial and sensitive factor. Appropriate compensation can increase employee work performance by fostering a sense of purpose and dedication. Human resource management and development must always be considered so that SDM is safe and willing to work for the company in question.

METHODS

Organizational structure: Pos Indonesia has a diverse hierarchical structure and functions, which influence the determination of remuneration based on job level, responsibilities, and contributions to the company's objectives. Industry: As a company engaged in the shipping and logistics industry, employee compensation can be influenced by industry conditions, such as competition with competitors, technological changes, and market demand. Government regulations: Government policies on minimum wage, benefits, and labor protection also influence Pos Indonesia's compensation policies. Company performance: The company's financial health and performance play a role in determining the compensation budget, and employees receive rewards based on

the achievement of company goals and overall performance. Labor market needs: Competition to attract and retain top talent in the industry can influence compensation policies, including attractive packages such as benefit packages, health benefits, and career development opportunities.

By focusing on these factors, Pos Indonesia has designed a competitive and appropriate compensation package to attract, motivate, and retain quality employees.

Results of Research Component Identification:

1. Type of Research

Qualitative descriptive because this study aims to understand the employee compensation system at PT Pos Indonesia Sentosa Raya Branch through interviews and direct observation.

2. Research Topics

Employees of PT Pos Indonesia Sentosa Raya Branch, both permanent and contract employees.

3. Research Object

PT. Pos Indonesia's employee compensation system, including salary, allowances, leave, and protection plans

4. Time and Location of Research

Time : Saturday, April 5, 2025

Location : PT. Pos Indonesia Sentosa Raya Branch

Research Instruments: Interview, gathering information directly from employees about the compensation system. Observing firsthand how compensation is implemented in the company. Using documents such as pay slips and company compensation regulations. Sampling Method Although not explicitly stated, the purposive sampling method of selecting respondents who have experience and relevance to the company's compensation system may be used. Sampling Method Although not explicitly stated, the purposive sampling method of selecting respondents who have experience and relevance to the company's compensation system may be used. Direct interviews with the Head of Exports and Imports; Review of the implementation of the compensation system; and Documentation of the company's compensation policy. Data Analysis Qualitative descriptive analysis using data from observations and interviews to understand how the compensation system is used and how it impacts employees.

RESULT

Forms of Compensation

According to (Mulyapradana et al., n.d.), compensation in this case can be categorized into two broad groups, namely:

- 1) Direct compensation is a reward given by the company to employees for their achievements in the interests of the company. This compensation is given because it is directly related to the work performed by the employee.

Examples: wages/salaries, incentives/bonuses, position allowances.

- 2) Indirect compensation is compensation provided to employees as an additional benefit based on management policies aimed at improving employee well-being. This compensation is not directly related to the work performed by the employee.

Examples: holiday allowances, pension allowances, health allowances, and others.

Stages of Compensation Payment

According to (Mulyapradana et al., n.d.), in order to develop a reward system, human resource management needs to do the following:

- 1) Job analysis requires the preparation of job descriptions, job specifications, and job standards within an organization.
- 2) Job evaluation is related to internal fairness. In conducting job evaluation, an effort is made to establish a job ranking system, determine the "value" of each job, compare jobs within the organization, and assign points to each job.
- 3) Surveying various compensation systems By conducting surveys, various compensation systems in place are examined to obtain data related to external equity. The organizations surveyed may include government agencies with functional authority over labor affairs, chambers of commerce and industry, professional organizations, labor unions, other employee user organizations, and consulting organizations, particularly those specializing in human resource management.
- 4) Determining the "price" of each job In taking this step, a comparison is made between the value of various jobs within the organization and the prevailing value in the job market.


 PT PERSERO POS INDONESIA Cabang Sentosa Raya Jl. Sentosa raya no.3 Telp (021) 77822932	
<u>SLIP GAJI KARYAWAN</u> Periode 1 Maret – 31 Maret	
Nik : Nama : Jabatan : Status :	
<u>PENGHASILAN</u> Gaji pokok = Tj. Jabatan = Tj. Konsumsi = Tj. Harian = Bonus Target = Total (A)	<u>POTONGAN</u> Pph 21 = Asuransi = Total (B)
PENERIMAAN BERSIH (A-B) =	
<i>Terbilang:</i>	

Figure 1. Salary Receipt

A pay slip is a document sent to employees by employers as a form of salary payment within a certain period, usually every month. It includes details such as bonuses, basic salary, and allowances, as well as deductions such as BPJS contributions, income tax, and other installments. The primary function of a pay slip is to serve as a tool for transparency and accountability in compensation negotiations and as a document used for administrative purposes such as credit applications, mortgages, or visas (Zulfanni & Nugraha, 2021).

The pay slip system at PT Pos Indonesia is managed by the Human Resource Information Management System (SIM SDM), which allows employees to access pay slips digitally through a portal. Additionally, the business uses an Enterprise Resource Planning (ERP) system to enhance efficiency and real-time integration of business processes, including in research. With the support of this digital system, pay slips are not only proof of payment but also reflect PT Pos Indonesia's commitment to transparency, professionalism, and accountability in human resources management (Setiadi et al., 2022).

in real time, including in the study. With the support of these digital systems, pay slips are not only proof of payment but also reflect PT Pos Indonesia's commitment to transparency, professionalism, and accountability in human resource management (Beno et al., 2022).

Variable Benefits of compensation

Table 1. Employee Responses Regarding Compensation Benefit Variables

No item	Dimensi	Skor	Rata-rata presentase
1,2	Loyalitas	180	62,86%
3,4	Komitmen	173	59,64%
5,6	Motivasi kerja meningkat	182	62,14%
7,8	Semangat kerja meningkat	170	59,29%
9,10	Kinerja karyawan meningkat	175	61,43%
11,12	Konflik kerja	173	59,29%
13,14	Memberikan rasa aman	174	60,36%
15,16	Memberikan rasa bangga	186	63,57%
17,18	Kegiatan berjalan lancar	187	64,29%
Jumlah skor		1600	
Presentase			61,43%

Based on the calculation results, the value obtained is 1,600 or 61.43%. Thus, it can be seen that the benefits of compensation provided by the Human Resources Division of PT. Pos Indonesia (PERSERO) consist of quality, commitment, increased work motivation, increased work enthusiasm, improved employee performance, work conflicts, a sense of security, a sense of pride, and smooth operations in the low category.

Employee performance variables

Table 2 Employee Responses Regarding Employee Performance Variables

No item	Imensi	Skor	Rata-rata presentase
1,2,3	Kualitas	250	58,57%
4,5	Kuantitas	177	61,79%
6,7,8	Penggunaan waktu	253	59,29%
9,10,11	Kerja sama	256	59,52%
Jumlah skor		936	
Presentase			60,71%

Based on the calculation results, the value obtained is 936 or 60.71%. Thus, it can be seen that the performance of employees in the Human Resources Division of PT. Pos Indonesia (PERSERO) consists of quality, quantity, time management, and cooperation in the low category.

The research results describe the main findings of the study. The presentation of results and discussion is written systematically, focusing only on data/information related to the research objectives. The discussion in the research article explains the results obtained from the research. The author compiles, analyzes, evaluates, interprets, and compares the results of the latest findings with existing research findings. The author must ensure the consistency of the article from the title to the reference list (Roza & Luturlean, 2019).

DISCUSSION

The First Postal Office Company

The first post office was established in Batavia (Jakarta) on August 26, 1746, by Governor-General G.W. Baron van Imhoff with the aim of better protecting residents' mail, especially for those who traded from offices outside Java and for those who traveled to and from the Netherlands. Since its establishment, the postal service has carried out its duties and public service tasks. The Batavia Post Office was established four years later, and the Semarang Post Office was established four years after that to facilitate regular postal connections between the two locations and to improve delivery speed. At that time, the postal route passed through Karawang, Cirebon, and Pekalongan. Starting from the PTT Department (Post, Telegraph, and Telephone), Pos Indonesia has undergone several changes in status. The organization was transformed into PT Pos Indonesia. PT Pos Indonesia has undergone several changes in status. The following are the changes in status that Pos Indonesia has undergone until it became PT Pos Indonesia:

- 1) In 1906, Pos Indonesia became the PTT (Post, Telegraph, and Telephone) Office. The postal service, which was originally based in Gambir, moved to the Public Works Office in Bandung in 1923. At that time, the PTT Office was controlled by the Japanese military.
- 2) On September 27, 1945, young PTT personnel took over the PTT headquarters in Bandung from the Japanese military government. This date is commemorated as Post and Telecommunications Service Day.
- 3) In 1961, pursuant to Government Regulation No. 240 of 1961, the status of the PTT Department was changed to the State-Owned Enterprise (SOE) for Post and Telecommunications.

- 4) In 1965, the State-Owned Enterprise (SOE) for Post and Telecommunications was split into the SOE for Post and Giro based on Government Regulation No. 29 of 1965, the SOE for Post and Giro based on Government Regulation No. 29 of 1965, and the SOE for Telecommunications based on Government Regulation No. 30 of 1965. This split aimed to achieve broader development.
- 5) In 1978 Based on Government Regulation No. 9 of 1978, the status of PN Pos and Giro was changed to Perusahaan Umum (Perum) Pos and Giro. This was aimed at further facilitating postal services for the Indonesian people.
- 6) In 1995 After several years of providing services as a public company, Pos Indonesia underwent another change in status or business entity. Based on Government Regulation No. 5 of 1995, Perum Pos and Giro was transformed into PT Pos Indonesia (Persero) to better serve the public and compete in the increasingly competitive business world.

Over time, Pos Indonesia has been able to demonstrate its creativity in developing Indonesia's postal services by utilizing its network infrastructure, which reaches approximately 24,000 service points covering 100 percent of cities/districts, nearly 100 percent of subdistricts, and 42 percent of urban wards/villages, as well as 940 remote transmigration locations in Indonesia. In line with advancements in information, communication, and technology, Pos Indonesia's network now includes over 3,800 online post offices, as well as electronic mobile post offices in several major cities. All points are interconnected in a solid and integrated network. The Postal Code System was created to streamline the processing of postal shipments, enabling every corner of Indonesia to be accurately identified (Pertiwi & Luturlean, 2019).

PT Pos Indonesia, as a company that provides postal services to the public, has the following vision and mission:

Vision of PT Pos Indonesia

PT Pos Indonesia strives to be the market leader in Indonesia in reliable mail, parcel, and logistics services, as well as trusted financial services.

Mission of PT Pos Indonesia

1. Committed to customers to provide services that are always on time and of the highest value.
2. Committed to employees to provide a safe, comfortable, and respectful work environment that values contributions.
3. Committed to shareholders to deliver profitable and continuously growing business results.
4. Committed to making a positive contribution to society.

5. Committed to acting transparently and reliably toward all stakeholders.

Field of Activities

PT Pos Indonesia is a company engaged in the service industry. To meet the needs of an increasingly broad market, PT Pos Indonesia continues to strive to develop its range of services. The types of services provided by PT Pos Indonesia include:

Letters and packages

Philately is the hobby of collecting and studying everything about stamps and postal items. Express mail is a special service provided by Pos Indonesia for certain destinations in Indonesia that prioritizes speed and accuracy in delivery. Regular mail is a service for sending messages and goods to all levels of society with a maximum weight of 2 kg. Parcel post is a service provided by Pos Indonesia to send valuable items anywhere within the national or international scope. Types of parcel post services include :

1. Domestic standard parcel post, which is an economical service for domestic item delivery.
2. International standard parcel post, which is an economical service for item delivery abroad.
3. Special handling postal package, which is a delivery service that can be customized according to customer requests.

Special express mail is a delivery service for postal items (documents, letters, postal orders, postcards, printed materials, newspapers, small packages, and small parcels) as well as valuable items that rely on delivery speed and coverage throughout Indonesia. Express Mail Service (EMS) is a premium service for the delivery of letters, documents, and goods overseas.

Financial Services The financial services provided by PT Pos Indonesia include the following: Pospay is a financial service that handles various bill and installment payments at post offices. Postal Money Order Postal money orders are a financial service that handles cash-to-cash money transfers through PT Pos Indonesia (Persero). Based on the location of the sending country, postal money orders are divided into two types:

1. Domestic postal money orders, which only provide money transfer services within the country. Domestic postal money orders consist of prime postal money orders and instant postal money orders.
2. International postal money orders, which are money transfer services that reach overseas destinations.

3. Postal giro is a financial transaction service based on a Koran account as an alternative to banking services with a wider reach and spread throughout Indonesia, connected in real time online for deposit receipts.
4. Fund distribution is a service for distributing funds from companies and/or institutions to the public via account-to-cash or account-to-account transfers.
5. Bank channelling is a banking service available at post offices. This service includes savings accounts.

CONCLUSION

Based on the results of research on the employee compensation system at PT Pos Indonesia Sentosa Raya Branch, it can be concluded that the forms of compensation applied include direct compensation such as salaries and allowances, as well as indirect compensation in the form of welfare facilities and job protection. The main purpose of this compensation is to increase employee motivation, performance, and loyalty, as well as to establish professional working relationships between the company and its employees. However, the results of observations and interviews indicate that the benefits of compensation perceived by employees are still relatively low, particularly in terms of motivation and job satisfaction. Therefore, the company is advised to re-evaluate its compensation policies, taking into account principles of fairness, appropriateness, and competitiveness in the labor market, so that the system can be more effective in supporting employee productivity and retention. The implications of these findings are that improving the quality of the compensation system can be an important strategy for PT Pos Indonesia in facing increasingly intense business competition and in strengthening human resource commitment to achieving the company's vision and mission.

LIMITATION

It is for sure that your research will have some limitations and it is normal. However, it is critically important for you to be striving to minimize the range of scope of limitations throughout the research process. Also, you need to provide the acknowledgement of your research limitations in conclusions chapter honestly.

It is always better to identify and acknowledge shortcomings of your work, rather than to leave them pointed out to your by your dissertation assessor. While discussing your research limitations, don't just provide the list and description of shortcomings of your work. It is also important for you to explain how these limitations have impacted your research findings.

Your research may have multiple limitations, but you need to discuss only those limitations that directly relate to your research problems. For example, if conducting a meta-analysis of the secondary data has not been stated as your research objective, no need to mention it as your research limitation.

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