

RESEARCH ARTICLE

THE EFFECT OF WORK DISCIPLINE AND COMPENSATION ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS INTERVENING VARIABLES IN SALES UNITS PT PETROKIMIA GRESIK

Kurnia Azhar Nur^{1*}, Yuniningsih Yuningsih¹, Hesty Prima Rini¹

¹Management Study Program, Faculty of Economics and Business, East Java "Veteran" National Development University, Indonesia.

*Corresponding Author: **Kurnia Azhar Nur**

Abstract: Employee performance is very important to the overall success of a company. The research aims to determine the effect of work discipline and compensation on employee performance through motivation as an intervening variable. This type of research is quantitative research. This research uses samples from the PT Petrokimia Gresik Sales Unit. The sampling technique used was saturated sampling or census of sales units with a total of 125 respondents. Meanwhile, the data analysis technique used is the PLS (Partial Least Square) method, through validity tests, realism tests and hypothetical tests. The research results show that the Work Discipline variable does not contribute to employee performance. Compensation variables contribute to employee performance. Motivation variables can mediate work discipline on employee performance. Motivation variables can mediate compensation on employee performance.

Keywords: *Work Discipline, Compensation, Motivation and Employee Performance.*

Article Received: 07 May 2024

Revised: 20 May 2024

Accepted: 26 May 2024

INTRODUCTION

Human Resources (HR) can be the main capital in supporting the success of an organization if they are managed well and this management starts from the time they are needed, hired, until they are dismissed.

As is known, Human Resources Management is a process of planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals (Mangkunegara, 2017).

Regarding employee performance, Fahmi (2020) explained that based on initial research conducted on performance, it was found that there were problems in accordance with performance indicators, including: the quantity of employees was still considered insufficient to support the completion of work tasks in accordance with the predetermined time, it was found the low quality of work

produced by means that some of the work produced is still less than optimal, low organizational productivity, hampered innovation, decreased work morale, which overall will hamper employee performance in the company.

PT Petrokimia Gresik, which is a chemical industrial company producing fertilizer in Indonesia, views employee performance assessment, work discipline, compensation and motivation as very important. The level of employee work discipline, compensation and work motivation can be measured by the extent to which the effectiveness and efficiency of employee performance assessments are real, resulting in high company performance. Based on initial observations made in connection with this research, data on non-subsidized fertilizer sales and non-fertilizer sales at PT Petrokimia Gresik during the 2019-2021 period tended to decline.

Table 1: Data on non-subsidized fertilizer sales and non-fertilizer sales of PT Petrokimia Gresik for the 2019-2021 period (in thousands of rupiah)

Selling	2019		%	2020		%	2021		%
	Target	Realization		Target	Realization		Target	Realization	
Non-Subsidized Fertilizer	3.500.000	2.246.622	64,19	3.500.000	2.207.875	63,08	3.500.000	2.276.833	65,05
Non-fertilizer	3.000.000	2.685.185	89,51	3.000.000	2.649.340	88,31	3.000.000	2.523.003	84,10
Total Selling	6.500.000	4.931.807	75,87	6.500.000	4.857.215	74,73	6.500.000	4.799.836	73,84

Source: Primary data, processed

Based on sales data for three years (2019 - 2021), sales of non-subsidized fertilizer and non-fertilizer sales have experienced a decline in sales over the last three years. The comparison between targets and realization in 2019 was only 75.87% achieved, in 2020 only 74.73 % was achieved and in 2021 only 73.84% was achieved. It is thought that the sales decline data above could be influenced by employee performance variables, work discipline variables, namely the occurrence of violations of work discipline, compensation variables, namely low levels of compensation and work motivation variables with low work motivation, so that this is a consideration for further research.

Another phenomenon, data obtained on employee work discipline violations that occurred in the PT Petrokimia Gresik Sales Unit for the 2019 - 2021 period was 254 cases per employee. Data on types of work discipline violations were obtained from internal sources in the sales unit with several criteria in accordance with the Criteria for the Employee Discipline Regulations contained in the Decree of the Directors of PT Petrokimia Gresik Number: 0472/TU.04.02/04/SK/2017, dated 19 December 2017 concerning Regulations Employee Discipline.

Table 2: Data on employee discipline violations in the sales unit of PT Petrokimia Gresik for the 2019-2021 period (per case per employee)

Work Unit/Violations (cases)	2019	2020	2021
CCM Division (10 employee)	15	8	6
Agrosol Division (10 employee)	4	9	14
Non-fertilizer / corporate Division(20 employee)	10	7	9
Non Fertilizer Division (20 employee)	12	8	11
Service Division (10 employee)	30	11	8
Export Division (10 employee)	9	5	10
Manage Partners Division (20 employee)	6	2	9
Marketing /SPDP Division (25 employee)	8	16	11
Total	74	102	78

Source: Primary data, processed

This company sets a standard of 50 violations per year. So the violations in sales units that are still tolerated are 50 violations per year. Data on employee discipline violations for 125 employees in the sales unit contained 254 cases. In Table 2 above for three years (2019 - 2021) it appears that employee disciplinary violations at the PT Petrokimia Gresik Sales Unit have increased from 74 cases in 2019 to 102 cases in 2020. And there were 102 cases in 2020, decreasing to 78 cases in 2021, it turns out that violations are still relatively high.

With this disciplinary violation data, it is suspected to be one of the reasons for the decline in the sales value of Non-Subsidized

Fertilizer and Non-Fertilizer Sales at the PT Petrokimia Gresik Sales Unit and is suspected to be able to affect employee performance and is a consideration for conducting further research.

The Effect of Work Discipline on Employee Performance

Discipline is obedience that is impersonal in nature, does not use feelings and does not use calculations of selfishness and personal interests, discipline is the only way or means to maintain the existence of an organization (Atmosudirjo, 1986). The theory of work discipline according to Soekanto Soejono (2012) states that, good discipline reflects a

person's great sense of responsibility for the tasks given to him. This can encourage increased performance and achieve the goals of the organization or company, employees and society. In other words, work discipline is the main capital that really determines the level of employee performance.

The Effect of Compensation on Employee Performance

Compensation is a reward or remuneration given to workers or as a result of achievements that have been given in order to achieve organizational goals. The size of the compensation can affect the level of employee performance. The greater the compensation received, the more active the employee will be at work.

The Effect of Work Discipline on Employee Performance with Work Motivation as an Intervening Variable

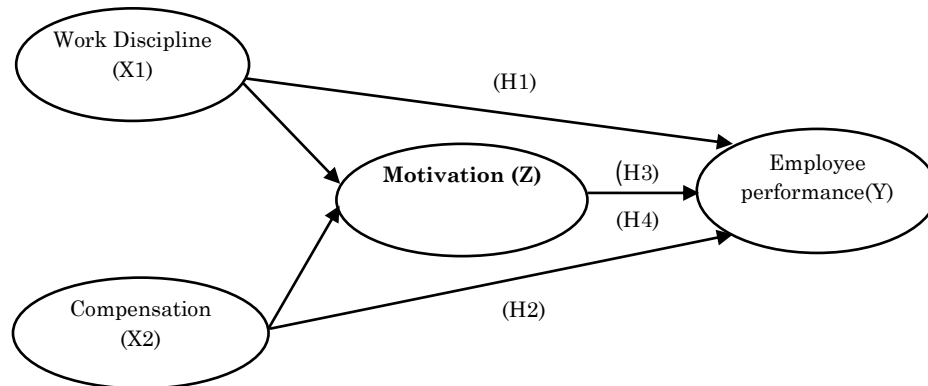
According to Dewi *et. al.*, (2018) stated that with employee discipline and distribution of

appropriate compensation it is hoped that it can improve employee performance so that it also increases the smoothness of the work process and makes it easier to achieve the company's goals. Motivation is also needed to increase the percentage of organizational goals achieved. This statement is supported by Ernawati & Rochmah (2019) stating that the variables of work motivation and work discipline together have a positive effect on employee performance.

The Effect of Compensation on Employee Performance with Work Motivation as an Intervening Variable

Sudiarditha, Susita & Kartini (2019:85) stated that compensation variables have a significant effect on employee performance, and most recently supported by Istifadah & Santoso (2019:262) stated that compensation, motivation and work discipline variables have a positive effect on employee performance. Mangkunegara (2017:67) said that "factors that influence performance are ability factors and motivation factors".

CONCEPTUAL FRAMEWORK



HYPOTHESIS

H1: Work Discipline has a positive effect on Employee Performance in the Sales Unit of PT Petrokimia Gresik.

H2: Compensation has a positive effect on employee performance in the PT Petrokimia Gresik Sales Unit.

H3: Work Discipline has a positive effect on Employee Performance through Work Motivation as an intervening variable in the Sales Unit of PT Petrokimia Gresik.

H4: Compensation has a positive effect on employee performance through work

motivation as an intervening variable in the PT Petrokimia Gresik Sales Unit.

SAMPLE

A population of all calculated and measured values, both quantitative and qualitative, on certain characteristics regarding a group of complete and clear objects. In other words, the population is all research subjects. The population must be stated explicitly, namely regarding the size of the population and the research area covered. Boedi Abdullah and Beni Ahmad Saebani (2014). The population in this study was all 125 sales employees at PT Petrokimia Gresik.

Analysis Techniques

Data processing in this research uses smart PLS (Partial Least Square) software with outer model and inner model measurement models. The PLS method can describe latent variables (not directly measurable) and is measured using indicators. The series of tests in the measurement model or outer model are validity tests and reliability tests. There are two types of validity tests, namely convergent and discriminant validity tests. To measure validity, the convergent validity test parameters can be determined based on the results of the smart PLS algorithm output in the form of outer loading, AVE, and commonality.

ANALYSIS AND DISCUSSION

Convergent Validity Test (Covergent Validity)

Convergent validity as a test to assess measurement models with reflective indicators based on the correlation between the indicators and their constructs using SmartPLS Software. The indicator meets valid criteria if the loading factor value is greater than 0.70 based on the assessment criteria (Hair *et. al.*, 2017). Table shows the results of the convergent validity test for each of the 20 research indicators.

Table 3: Outer loading results before evaluation

Variable	Label Indicator	Outer Loading	Explanation
Work Discipline	X1.1	0.718	Valid
	X1.2	0.767	Valid
	X1.3	0.790	Valid
	X1.4	0.780	Valid
	X1.5	0.730	Valid
Compensation	X2.1	0.781	Valid
	X2.2	0.789	Valid
	X2.3	0.774	Valid
	X2.4	0.717	Valid
Employee performance	Y1	0.764	Valid
	Y2	0.784	Valid
	Y3	0.735	Valid
	Y4	0.715	Valid
	Y5	0.676	Tidak Valid
	Y6	0.671	Tidak Valid
Motivation	Z1	0.740	Valid
	Z2	0.691	Tidak Valid
	Z3	0.789	Valid
	Z4	0.770	Valid
	Z5	0.725	Valid
Outer Loading value limit		> 0.700	

Source: PLS Output (2023), processed

Outer Loading Results Before in Table 3. shows that there are several indicators that do not meet the valid criteria if the loading

factor value is greater than 0.70, including a loading factor value smaller than 0.70, namely indicators Y5 = 0.676, Y6 = 0.671 and Z2 = 0.691.

Table 4: Outer loading results after evaluation

Variable	Label Indicator	Outer Loading	Explanation
Work Discipline	X1.1	0.721	Valid
	X1.2	0.764	Valid
	X1.3	0.794	Valid
	X1.4	0.779	Valid

	X1.5	0.725	Valid
Compensation	X2.1	0.786	Valid
	X2.2	0.797	Valid
	X2.3	0.769	Valid
	X2.4	0.707	Valid
Employee performance	Y1	0.774	Valid
	Y2	0.833	Valid
	Y3	0.779	Valid
	Y4	0.718	Valid
Motivation	Z1	0.739	Valid
	Z3	0.777	Valid
	Z4	0.794	Valid
	Z5	0.746	Valid
Outer Loading value limit		> 0.700	

Source: PLS Output (2023), processed

Based on Table 4, the estimation results from the measurement model show that the loading factor value for all indicators is greater than 0.70. This shows that the 17 research indicators are considered to have met the valid criteria for testing convergent validity.

Discriminant Validity Test (Discriminant Validity)

Discriminant validity test by looking at the cross-loading and fornell-lacker criteria

values, and Average Variance Extracted (AVE). Based on the results of testing the measurement model, it was found that the cross loading value of each construct and its indicators was greater than the relationship between each construct and the other indicators. Where the results of discriminant validity can be seen in Table 5.

Discriminant Validity Test by Looking at the Cross-loading and Fornell-lacker Criteria Values

Table 5: Discriminant validity results (Fornell-Lacker Criterion)

	Work Discipline	Employee performance	Compensation	Motivation
Work Discipline	0.757			
Employee performance	0.397	0.777		
Compensation	0.369	0.444	0.766	
Motivation	0.358	0.450	0.353	0.764

Source: PLS Output, processed

Table 5 shows that the Fornell-Lacker Criterion values for all constructs in the model comply with the discriminant validity testing criteria, because the Fornell-Lacker Criterion values or AVE root values for each construct are greater than the other constructs. So that each construct is able to

predict its indicators compared to other constructs. Next, a construct validity test was carried out by looking at the Average Variance Extracted (AVE) value, which can be seen in Table 6.

Test Discriminant Validity by Looking at the AVERAGE Variance Extracted (AVE)

Table 6: Average variance extracted (AVE) results

Construct	AVE	Explanation
Work Discipline	0.574	Valid
Employee performance	0.604	Valid
Compensation	0.586	Valid
Motivation	0.584	Valid
AVE value limit	> 0.500	Valid

Source: PLS Output, processed

Table 6 shows that the Average Variance Extracted (AVE) value for each construct is greater than 0.50, so it can be concluded that all research indicators are considered valid to represent the variables and therefore can be used in this research.

Reliability Test

Reliability test (composite reliability) as a test to measure constructs reliability in the measurement model by looking at the composite reliability value and Cronbach alpha value.

Table 7: Composite reliability and crobranch's alpha results

Construct	Composite Reliability	Crobranch's Alpha	Explanation
Work Discipline	0.870	0.814	Reliable
Employee performance	0.859	0.780	Reliable
Compensation	0.850	0.766	Reliable
Motivation	0.849	0.763	Reliable
Reliability value limits	> 0.700	> 0.700	Reliable

Source: PLS Output, processed

Based on Table 7, the results of reliability testing are explained with composite reliability and Cronbach alpha values for all constructs greater than 0.70, so that the research constructs have good reliability and this indicates that there are no significant objections. from the use of instruments in the research carried out. Thus, according to the results of validity and reliability testing, the model in this research can be continued to the next stage, namely testing the structural model.

Structural Model Evaluation

Testing of the structural model (inner model) was carried out by evaluating R-Squared (R²), predictive relevance (Q²), and estimating path parameter coefficients (Hair

et. al., 2017). Evaluation stage of testing the structural model (inner model) to find out how big the contribution of exogenous variables is in explaining endogenous variables with the value of the coefficient of determination (R- Square). Next, evaluate the path coefficient to determine the influence or relationship of exogenous variables on endogenous variables.

The coefficient of determination or R-Square (R²) as a Goodness-Fit Model test is to measure the contribution or ability of exogenous variables in explaining endogenous variables. It is known that the value of the coefficient of determination is between 0 (zero) and 1 (one).

Table 8: R-Square and Q-Square results

Variable	R-Square	Adjusted R-Square	Q-Square
Employee performance	0.326	0.309	0.183

Source: PLS Output, processed

Based on Table 8, the R-Square (R²) value for the endogenous variable Employee Performance is 0.326. This can be interpreted to mean that the large contribution of the influence of exogenous variables, namely work discipline, compensation and motivation in explaining employee performance variables, is 0.326 or 32.6 %. This value is included in the low criteria, so it can be said that this research model has a good Goodness of Fit value.

Furthermore, the Q² predictive relevance test results which can be seen in Table function to validate the model. The Q² predictive relevance results are said to be good if the value is >0.00. The results of the Q square test in Table show that all

endogenous variables in this study have a value of more than 0.00, which indicates that the prediction model proposed in this study can be said to be good so that it meets the requirements for model goodness (model fit).

Hypothesis Testing

To find out the relationship between variables and test the proposed hypothesis, it can be determined through the path coefficient which is tested using a bootstrapping procedure. Next, the t-statistic and p-value are used to determine the significance of the relationship between variables, namely the t-statistic value is greater than 1.96 or the p-value is smaller than 0.05 (significance level).

Table 9: Hypothesis test

Hypothesis	Coefficient	T-Statistic	P-Value	Explanation
Work Discipline → Employee performance	0.195	1.911	0.057	Not significant
Compensation → Employee performance	0.271	3.400	0.001	Significant
Work Discipline → Motivation → Employee performance (Indirect Effect)	0.075	2.065	0.039	Significant (Indirect Effect)
Kompensasi → Motivation → Employee performance (Indirect Effect)	0.073	2.004	0.046	Significant (Indirect Effect)
Significant limits		> 1,96	< 0,050	

Source: PLS Output, processed

DISCUSSION

Based on the results of the research that has been carried out, the results obtained are that work discipline has no or no significant influence on employee performance in the PT Petrokimia Gresik Sales Unit. So the hypothesis is rejected, namely that work discipline has no influence on employee performance. This shows that high and low work discipline does not contribute to improving employee performance in the PT Petrokimia Gresik Sales Unit because the company has a performance target set for each employee in the sales department that must be achieved.

So that employee performance achievements are not influenced by the employee's level of discipline (attendance). Work discipline does not have an influence on performance in the PT Petrokimia Gresik Sales Unit because the company's system requires employees to meet predetermined targets, especially employees in the sales or marketing department who must be achieved every month. So if the target has been met, then they put aside their work discipline.

The results of this study are in line with research Fauzia *et. al.* (2023), Shilma *et. al.* (2022), Kusuma & Rismawati (2022), Arianto (2013), Agung (2013), Okky (2018) also stated that work discipline has no effect on employee performance. Therefore, it is concluded that work discipline cannot encourage employees to improve their performance. On the other hand, the results of research from Selfi and Lise (2021) which found that there is a positive and significant influence between work discipline and employee performance.

- Based on the results of the research that has been carried out, the results show that compensation has a positive or significant effect on employee performance in the PT

Petrokimia Sales Unit. So the hypothesis is accepted, namely that compensation has a significant or positive effect on employee performance. This influence shows that the higher the compensation, the higher the employee performance in the PT Petrokimia Gresik Sales Unit. So it can be concluded that employees at the PT Petrokimia Gresik Sales Unit have implemented good compensation that supports employee performance. The results of this study are in line with Ardianti *et. al.* (2018), Maria *et. al.* (2013) also stated that compensation has effect on employee performance.

- Based on the results of research on the Influence of Work Discipline and Compensation on Employee Performance with Work Motivation as an Intervening variable in the Sales Unit at PT Petrokimia Gresik, the results showed that the influence of the Work Discipline variable on Employee Performance with Intervening Work Motivation is influential or significant. So the hypothesis is accepted, namely that work discipline has a positive effect on employee performance through motivation. This influence shows that work discipline, if carried out with high work motivation, can encourage high employee performance in the PT Petrokimia Gresik Sales Unit. So it can be concluded that employees at the PT Petrokimia Gresik Sales Unit have high work motivation to support employee performance. The results of this study are also in line with research Dewi *et al.* (2018:276) stated that with employee discipline and distribution of appropriate compensation, it is hoped that it can improve employee performance so that it also increases the smoothness of the work process and makes it easier to achieve the company's goals. Motivation is also needed to increase the percentage of organizational goals achieved. Ernawati & Rochmah (2019) state that the variables of

work motivation and work discipline together have a positive effect on employee performance. These results are also supported by previous research conducted by Laila Wahyuni, et al. (2021).

- Based on the results of research on the Effect of Work Discipline and Compensation on Employee Performance with Work Motivation as an Intervening variable in the Sales Unit at PT Petrokimia Gresik, the results showed that the influence of the Compensation variable on Employee Performance with Intervening Work Motivation is influential or significant. So the hypothesis is accepted, namely that compensation has a significant or positive effect on employee performance through motivation. This influence shows that compensation, if carried out with high work motivation, can encourage high employee performance in the PT Petrokimia Gresik Sales Unit. So it can be concluded that employees at the PT Petrokimia Gresik Sales Unit have high work motivation to support employee performance. This research is confirmed by Mangkunegara (2017) who says that "factors that influence performance are ability factors and motivation factors". To be able to provide quality and quantity work results, an employee needs work motivation within himself which will influence work morale so that it can improve performance. Furthermore, the results of this research are in line with Robbins (2016), motivation is the desire to do something and determines the ability to act to satisfy individual needs. Through these needs, a person is required to work harder and be active in work, because if someone has high motivation in doing their work, a person's performance within the company will be optimal, which ultimately has an impact on achieving organizational goals. Furthermore, Ardianti *et. al.*, (2018) stated that motivation is a driver of work power that can build a person's passion for work so that they can work together, work efficiently and be aligned in all their fulfillment efforts. Employees who have high motivation will have high work enthusiasm and responsibility in carrying out each task. These results also support previous research conducted by Dito, Anoki Herdian (2010).

CONCLUSION

Based on the results of research using the Smart PLS analysis method to examine "The Effect of Work Discipline and Compensation on Employee Performance Through Motivation as an Intervening Variable in the Sales Unit of PT Petrokimia Gresik", the following conclusions can be drawn:

- Work Discipline cannot contribute to Employee Performance in the PT Petrokimia Gresik Sales Unit. This shows that high and low work discipline does not contribute to improving employee performance in the PT Petrokimia Gresik Sales Unit because the company has a performance target set for each employee in the sales department that must be achieved.
- Compensation can contribute to employee performance in the PT Petrokimia Gresik Sales Unit. An employee who has compensation in the form of a high salary will improve his performance in the PT Petrokimia Gresik Sales Unit and is able to increase and develop his potential optimally if compensation in the form of salary supports him.
- Work Discipline can contribute to Employee Performance with Motivation as Intervening in the PT Petrokimia Gresik Sales Unit. Motivation variables can mediate work discipline on employee performance. So it can be concluded that employees at the PT Petrokimia Gresik Sales Unit have high work motivation which can encourage them to carry out better work discipline so that employee performance is good.
- Compensation can contribute to employee performance with motivation as an intervention in the PT Petrokimia Gresik Sales Unit. Motivation variables can mediate compensation on employee performance. So it can be concluded that employees at the PT Petrokimia Gresik Sales Unit have high work motivation to get good compensation so that employee performance is good.

SUGGESTION

As an implication of the results of this research, it allows researchers to make

several recommendations that can be taken into account or tested in the future, namely as follows:

- **Related to work discipline:** It is hoped that employees in the Sales Unit will improve their work discipline and be able to apply discipline in accordance with the criteria for employee discipline regulations that have been established by the company and be able to reduce the number of violations and eliminate the standard of violations per year to zero or by not tolerating violations of 50 cases of violations. Because from the results of the attendance questionnaire the value is influential, perhaps the company can return the attendance system back to a finger print system for offline attendance.
- **Related to compensation:** Compensation must still be given in accordance with the employee's contribution in the sales unit so that employees achieve the sales targets that have been set so as to improve employee performance. Based on the research results, it shows that the compensation variable has a good role in improving employee performance in the PT Petrokimia Gresik Sales Unit. The company can still provide compensation, especially benefits, well and at an appropriate amount.
- **Regarding Motivation, it can mediate Work Discipline and Compensation on Employee Performance:** Must be improved continuously and must innovate because motivation as an intervening variable is an important factor in improving employee performance. Companies can increase work motivation by paying attention to employees' social needs, this can be done through family gatherings, outbound activities, competitions, etc. To strengthen social relations between employees.
- **Suggestions for further research:** This research can be used as a reference for perceptions for future researchers related to work discipline, compensation, motivation and employee performance. Apart from that, further research should examine variables that can influence employee performance, such as work discipline.

REFERENCES

1. Abdullah, Boedi dan Saebani, Beni Ahmad (2014) *Islamic Economic Research Methods (Muamalah)*, Bandung: CV. Faithful Library.
2. Agung Setiawan (2013) *The Influence of Work Discipline and Motivation on Employee Performance at the Kanjuruhan Malang Regional General Hospital, Management Department, Faculty of Economics, Surabaya State University.*
3. Ardianti, F.E., Qomariah, N. and Wibowo, Y. G. (2018), "The influence of motivation, compensation and work environment on employee Job Satisfaction", *Indonesian Journal of Management Science and Business*, Vol. 8 No. 1, pp. 13-31, 2018.
4. Arianto, Dwi Agung Nugroho (2013) "The influence of discipline, work environment and work culture on the performance of teaching staff", *Economia Journal* Vol. 9 No.2, pp. 191-200.
5. Atmosudirdjo, S. Prajudi (1986) *Basics of Administrative Management and Office Management*, Ghalia, Jakarta.
6. Dewi, Adhita Maharani (2018), "Analysis of the influence of work motivation, work environment and leadership on CV employee performance Marthani", *Megisma Journal* Vol. 6 No. 1.
7. Dito, Anoki Herdian dan Lataruva Eisha, *The Effect of Compensation on Employee Performance of PT Slamet Langgeng Purbalingga with Work Motivation as an Intervening Variable*, Undergraduate thesis, Diponegoro University, Semarang, 2010.
8. Ernawati, F.Y dan Rochmah, AS (2019), "The Influence of work motivation and discipline on employee performance (Study of civil servants in kendal regency social services). *STIE Semarang Journal* Vol 11 No. 2, pp.48-59.
9. Fahmi, Irham, *Human Resource Management Theory and Application*. Bandung: CV. Alfabeta, 2020.
10. Fauzia, Salsabillah, M., Salsabillah, F.M., Hou, A., Tambunan, D., Novirsari, E. and Chaniago, S. (2023), "The effect of work dicipline and rewarding on employee

- performance at PT”, *Pesona Inti Rasa. Journal of Management and Social Sciences*, Vol. 1 No. 4, pp.1-13.
11. Hair, J. J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M., *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications, Inc, 2017.
 12. Istifadah, Anissaul., Dan Santoso, Budi (2019), “Influence of compensation, motivation and work discipline on employee performance at PT Livia Mandiri Sejati Banyuwangi”, *International Journal of Social Science and Business*, Vol.3, 259-263.
 13. Kusumah, D.H. and Rismawati, R. (2022), “The effect of work motivation and work discipline on employee performance in the West Cikarang sub-district office”, *Enricment: Journal of Management*, Vol. 12 No.4, pp. 2995-2999.
 14. Magkunegara, A. Anwar Prabu, *Corporate Human Resources Management*, Edition 14, Bandung : PT Remaja Rosdakarya, 2017.
 15. Maria Ulfa Kusdi Rahardjo Ika Ruhana, Faculty of Administrative Sciences, Brawijaya University, *The Effect of Compensation on Work Motivation and Employee Performance (Study on Auto Employees 2000 Malang Sutoyo)*, 2013.
 16. Okky Orlando, (2018), “The effect of knowledge sharing and work discipline on employee performance (Study at AJB Bumiputera 1912 Surabaya Regional Office)”, *Journal of Management Science* Volume 6 Number 1 .
 17. Robbins, Stephen P., *Organizational Behavior*. Global Edition. Publisher, Pearson Education. (Organizational Behavior, Eighth Edition, Publisher PT Prehallindo, Jakarta), 2016.
 18. Selfi Ariesni Dan Lise Asnur (2021), “Work discipline on employee performance”, *Journal of Research and Development in Science and Humanities*. Volume 5, Number 3, pp. 363-369.
 19. Shilma, Rismayadi, B. and Sumarni, N. (2022), “Effect of work environment and work discipline on employee performance (Case study at UPTD Tunggak Jati Health Center)”, *International Journal of Applied Finance and Business Studies*, Vol. 10 No.2, pp.120-126, 2022.
 20. Soekanto, Soejono, *Sociology An Introduction*, Jakarta: PT Raja Grafindo Persada, 2012.
 21. Sudiarditha, I. Ketut R, Susita Dewi and Kartini, Tri Mulyani (2019), “Compensation and work discipline on employee performance with job satisfaction as intervening”, *Jurnal Trikonomika*, Volume 18. No. 2, pp. 80-87.
 22. Wahyuni, Laila, Dkk (2021), “The influence of work discipline on employees through work motivation as an intervening variable (Study at Hotels in Pekanbaru)”, *Focus* Volume 2 No. 4, pp. 01-04.