

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

# The Effect of Compensation, Work Motivation, and Work Discipline on Employee Performance

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## ABSTRACT

This study aims to examine the effect of compensation, work motivation, and work discipline on employee performance at PT. Yong Xing Abadi Jaya, Makassar City. The data for this study were obtained from the employees of PT. Yong Xing Abadi Jaya in Makassar City in 2025, specifically those employees willing to participate as respondents. This study employed primary data collected through direct field research, where questionnaires/statements were distributed to respondents. The sample selection utilized a census method due to the small sample size, ensuring that the sample represents the entire population of 60 employees. The data analysis was conducted using descriptive statistical analysis and SPSS 26.0. The results of the study indicate that compensation, work motivation, and work discipline have a positive and significant effect on employee performance at PT. Yong Xing Abadi Jaya. Appropriate compensation based on performance motivates employees to perform better, while high work motivation serves as an important driving force for achieving optimal results. Good work discipline creates a well-ordered and efficient work environment, contributing to improved performance both individually and as a team. Therefore, the company needs to focus on providing appropriate compensation, enhancing employee motivation, and maintaining a disciplined culture to support optimal performance.

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

## I. Introduction

Human resources represent a critical component in ensuring the sustainability and competitiveness of an organization, whether in the business sector or public institutions. In an era of intensifying global competition, organizations are increasingly required to manage their human capital effectively in order to achieve strategic goals and maintain organizational performance. Employee performance plays a central role in this regard, as optimal performance can only be achieved when there is alignment between individual abilities, work motivation, and organizational support systems such as leadership, work environment, and reward mechanisms. Consequently, Indonesia faces an urgent need to develop a highly competent and professional workforce capable of adapting to ongoing economic developments at both national and global levels.

Within organizational contexts, employees typically strive to balance both personal and professional needs. When employees feel that their contributions are rewarded fairly—whether through financial incentives or non-financial recognition, their motivation to perform tends to increase, ultimately leading to



enhanced overall performance outcomes. Compensation, which includes both material rewards such as salaries, bonuses, commissions, and allowances, as well as non-material rewards like recognition and a sense of security, serves as a crucial managerial tool for enhancing productivity and efficiency (Afandi, 2018; Herlambang, 2023). A well-designed compensation system enables organizations to attract skilled workers, retain high-performing employees, and motivate individuals to exert greater effort in completing their tasks.

Beyond compensation, work motivation also influences behavioral and attitudinal outcomes in the workplace. Motivation is generally defined as the psychological force that stimulates individuals to act toward achieving specific goals (Hasibuan, 2017; Hamali, 2018; Bachtiar, 2019). Scholars widely agree that employee motivation is shaped by both internal factors—such as personal needs, beliefs, and values—and external factors, including working conditions, managerial support, opportunities for career development, and clarity of job expectations. Employees who possess strong motivation are more likely to demonstrate commitment, enthusiasm, and persistence in accomplishing their tasks. Conversely, employees with high skills but low motivation are unlikely to achieve optimal performance outcomes, reinforcing the importance of motivation as a determinant of employee effectiveness (Hamali, 2016).

Work discipline also constitutes a key element in ensuring organizational performance. Discipline refers to the willingness of employees to comply with rules, fulfill responsibilities, and adhere to established work procedures. High levels of discipline promote predictable work patterns, reduce inefficiencies, and enhance the overall productivity of teams and organizations. Effective discipline also supports the creation of an orderly and productive workplace culture, which strengthens both individual and collective performance. As Herlambang (2023) notes, discipline serves as a management tool to communicate expected behaviors to employees and foster awareness and a willingness to comply with organizational standards. Without proper discipline, it becomes difficult for an organization to achieve its goals effectively.

These theoretical perspectives align with the empirical conditions observed at PT. Yong Xing Abadi Jaya Makassar, a trading and distribution company that has recently faced challenges related to employee misconduct, particularly cases of embezzlement and fluctuations in employee attendance. Attendance data from January to August 2024 indicates inconsistent attendance patterns, suggesting potential disciplinary issues and inefficiencies in human resource management. High absenteeism disrupts workflow, increases operational costs, and can negatively affect organizational productivity. Moreover, the occurrence of embezzlement reflects potential weaknesses in compensation fairness, employee motivation, and the internalization of ethical work behavior within the organization. In this context, inadequate or unfair compensation may reduce job satisfaction and employee loyalty while increasing the likelihood of counterproductive behaviors such as absenteeism or unethical actions. A growing body of research suggests that compensation is positively associated with employee performance because it enhances motivation, job satisfaction, and organizational loyalty (Salma, 2024; Santoso & Martono, 2024). When employees feel valued through fair compensation both financial and non-financial—they are more likely to engage in productive work behaviors and strive to achieve organizational goals.

Low motivation also contributes to various forms of undesirable behaviors in the workplace. According to attribution theory, human behavior is shaped by internal and external factors (Hustia, 2020). In cases of ethical violations such as embezzlement, low internal motivation, and feelings of underappreciation may be key drivers. Therefore, organizations need to cultivate a supportive work environment, provide opportunities for career advancement, and ensure open communication between supervisors and employees. Such practices can strengthen internal motivation and contribute to improved employee behavior and performance. Furthermore, consistent enforcement of work discipline is crucial to ensuring that employees carry out their tasks in accordance with organizational expectations. High levels of discipline create structure, support punctuality, and foster a culture of responsibility. Empirical studies have confirmed that discipline positively influences employee performance by encouraging consistency and efficiency (Aprelia & Andjarwati, 2024; Hidayat et al., 2025). Without strong discipline, employees may demonstrate irregular work behaviors, neglect their responsibilities, or contribute to financial and reputational losses for the company.

Given the interrelated nature of compensation, motivation, discipline, and performance, a deeper examination of these variables is essential, particularly in organizations experiencing managerial and ethical challenges such as PT. Yong Xing Abadi Jaya. The observed fluctuations in attendance and the emergence of unethical behavior highlight the gap between theoretical expectations and the practical implementation of human resource management strategies. This study is therefore timely and relevant, aiming to provide a comprehensive analysis of the extent to which compensation, work motivation, and work discipline influence employee performance within this organizational setting. The findings are expected to contribute to the broader human resource management literature while offering practical insights for strengthening employee performance through improved compensation systems, enhanced motivational strategies, and more consistent implementation of disciplinary policies. In line with this background, the present study aims to analyze the influence of compensation, work motivation, and work discipline on employee performance at PT. Yong Xing Abadi Jaya Makassar. By examining these variables within a real organizational context, the study not only advances theoretical understanding but also provides meaningful recommendations for organizations seeking to improve performance outcomes through evidence-based human resource management practices.

## II. Literature Review and Hypothesis Development

### 2.1. Human Resource Management

Human Resource Management (HRM) constitutes a central pillar in organizational success because organizations, regardless of their type or purpose, ultimately operate to serve human interests and rely on people to execute their missions. Effective HRM ensures that human resources are managed in line with the organization's vision and objectives through the systematic planning, organizing, coordinating, implementing, and monitoring of activities related to recruitment, development, compensation, and employee separation (Mangkunegara, 2016). Priansa (2014) further emphasizes that HRM is both a science and an art dealing with the utilization of human resources and other assets to achieve organizational goals efficiently and effectively. Collectively, these perspectives position HRM as a strategic effort to enhance employee capabilities, ensure organizational alignment, and optimize overall performance. Hamali (2018) identifies four essential objectives of HRM: social, organizational, functional, and individual objectives. Social objectives reflect the organization's responsibility toward societal needs and expectations by minimizing negative impacts and contributing to community development, aligning with principles of Corporate Social Responsibility (CSR). Organizational objectives focus on ensuring HRM practices support the attainment of organizational goals, including providing skilled and motivated employees and enabling opportunities for self-actualization. Functional objectives highlight the role of HR divisions in maintaining their contribution at levels appropriate to organizational needs, such as through effective recruitment and training programs. Lastly, individual objectives reflect employees' personal aspirations within the organization; employees perform optimally when their personal goals align with organizational expectations. Misalignment between personal and organizational goals often results in poor performance, absenteeism, and even counterproductive behaviors. Thus, HRM practices must promote compatibility between employees' needs, skills, interests, and the rewards provided by the organization.

### 2.2. Organizational Agility Theory

Organizational agility has become an increasingly critical theoretical lens for understanding performance in dynamic environments. Alberts and Hayes (2003) define agility as the ability of an organization to modify rules, structures, and operational approaches while functioning, allowing rapid and effective adaptation to emerging tasks. This adaptability enables organizations to remain fast, flexible, and innovative. Harraf et al. (2015) view organizational agility as a core competency and a key differentiator that requires

strategic thinking, innovative mindsets, continuous adaptation, and proactive initiative. Lu and Ramamurthy (2011) further describe organizational agility as the capability to respond effectively to sudden changes within the business environment through rapid and innovative actions, treating these shifts not as threats but as opportunities for organizational development and long-term success.

In relation to compensation, work motivation, and work discipline, the theory of organizational agility highlights how dynamic organizational environments demand equally dynamic HRM strategies. Agile organizations adapt compensation systems to retain talent, evolve motivation strategies in response to employee needs, and enforce discipline mechanisms that maintain stability amid change. Agility enables organizations to align HR policies with operational flexibility, fostering resilient employee behavior and sustained performance. The theory thus provides an interpretative framework for understanding how proactive and adaptive HR practices can enhance employee performance, particularly in rapidly changing organizational contexts. This makes organizational agility a relevant theoretical foundation for analyzing the impact of compensation, motivation, and discipline on employee performance.

### 2.3. Employee Performance

Employee performance refers to the actual achievements or outcomes that employees produce by executing their assigned responsibilities within a specific period. Performance is not an inherent personal attribute; rather, it reflects the behavioral output or results produced through task execution (Wibowo, 2017). Priansa (2017) emphasizes that performance represents the results generated by particular job functions or activities, which are strongly connected to organizational goals, customer satisfaction, and economic contributions. Performance is also associated with the quantity, quality, timeliness, and effectiveness of work, forming a basis for evaluating employee contributions to organizational success. Several factors influence employee performance. Sutrisno (2016) identifies effectiveness and efficiency as key determinants because organizations achieve goals through rational utilization of available resources. Authority and responsibility also play a crucial role; employees perform better when roles and responsibilities are clearly defined and aligned with organizational expectations. Discipline is another major factor affecting performance, as adherence to rules and procedures ensures consistency, order, and stable productivity. Additionally, initiative—which encompasses creativity, problem-solving abilities, and proactive behaviors—supports organizational progress and contributes to enhanced performance outcomes. Performance appraisal systems serve important functions for both employees and organizations. They provide valuable feedback to employees, enabling them to improve performance, while also informing decisions related to compensation, training, and career development (Priansa, 2017). Through objective evaluations, organizations can identify weaknesses, plan development interventions, and support fair treatment in personnel decisions. Performance indicators often include quality, quantity, timeliness, and effectiveness, each reflecting dimensions of employee contributions that can be objectively assessed.

### 2.4. Compensation

Compensation refers to all forms of financial and non-financial rewards employees receive as recognition for their contributions to the organization. Dessler (2017) defines compensation as payments or benefits provided to employees in exchange for the work they perform. Salma (2024) also views compensation as everything employees receive as remuneration for their services. Compensation encompasses wages, salaries, incentives, bonuses, allowances, and other organizational rewards that acknowledge employees' efforts and achievements. Compensation systems not only address economic needs but also influence motivation, job satisfaction, and commitment. Ansory (2018) argues that compensation is part of a broader reward structure that shapes employee behavior. According to Sinambela (2017), compensation represents the total value of rewards offered by organizations as recognition for employees' contributions. Its primary purposes include forming cooperative employment relationships, generating job satisfaction, enhancing

employee motivation, promoting stability, and fostering discipline (Hasibuan, 2020). Adequate and fair compensation encourages employees to meet performance expectations, comply with organizational policies, and maintain long-term commitment. Several factors influence compensation levels. Hasibuan (2020) identifies labor supply and demand, organizational ability and willingness to pay, employee productivity, cost of living, and national economic conditions as determinants. Compensation systems must therefore align with external labor markets and internal organizational conditions to remain competitive and sustainable. Compensation indicators include wages and salaries, incentives for achieving targets, allowances that supplement salary, and facilities provided to support employee productivity. Each of these components plays a strategic role in shaping employee attitudes and performance.

## 2.5. Work Motivation

Motivation stems from the Latin word *movere*, meaning “to move” or “to drive.” It refers to internal and external forces that stimulate individuals to act toward achieving desired goals. Hasibuan (2017) notes that motivation concerns how organizations influence employee willingness to work. Individuals differ in their motivational drivers, which explains the variation in work behaviors. According to Vroom’s expectancy theory (Hustia, 2020), motivation results from individuals’ expectations that their efforts will lead to desirable outcomes. Campbell et al. (in Bachtiar, 2019) extend this understanding by highlighting that motivation includes behavioral direction, intensity, and persistence. Classic theories of motivation can be categorized into two main types: content theories and process theories. Content theories, such as Maslow’s hierarchy of needs, Herzberg’s two-factor theory, McClelland’s achievement motivation theory, and Alderfer’s ERG theory, focus on the underlying needs that drive behavior (Ruhayu, 2020). Maslow proposes five hierarchical needs—physiological, safety, social, esteem, and self-actualization—suggesting that higher-level needs become motivators once lower-level needs are met. McClelland identifies three primary needs: achievement, affiliation, and power, each influencing individual work behaviors. Alderfer’s ERG theory simplifies Maslow’s hierarchy into existence, relatedness, and growth needs, allowing for regression when higher needs are not satisfied. Process theories explain how motivation develops and is sustained. Vroom’s expectancy theory posits that employees are motivated when they believe their efforts will lead to improved performance, which in turn will result in rewards. Equity theory, proposed by Adams, emphasizes fairness in reward distribution. Motivation techniques include fulfilling employees’ basic needs, persuasive communication, and creating meaningful goal-setting systems. Motivation indicators include drive, willingness, responsibility, and goal orientation (Hasibuan, 2017).

## 2.6. Work Discipline

Work discipline is crucial for maintaining organizational stability and fostering growth. It shapes employee behavior by promoting adherence to rules, procedures, and social norms. Herlambang (2023) defines discipline as a managerial tool used to modify employee behavior and enhance awareness and willingness to follow organizational regulations. Hamali (2016) describes discipline as an employee’s internalized respect for organizational rules that leads to voluntary compliance. Afandi (2018) further asserts that discipline increases employees’ awareness of their responsibilities, contributing to a professional and productive work environment. Factors influencing discipline include compensation fairness, leadership role modeling, managerial courage in taking corrective action, supervision quality, organizational attention to employee needs, and the habitual behaviors cultivated within the organization (Wibowo, 2017). Discipline indicators include attendance, compliance with work rules, adherence to performance standards, and work ethics (Hasibuan, 2017). High discipline reflects reliability, responsibility, and integrity—all essential for sustaining employee performance. Based on the background and theoretical review presented earlier, the following hypotheses are formulated:

H1: Compensation has a positive and significant effect on employee performance at PT. Yong Xing Abadi Jaya, Makassar.

H2: Work motivation has a positive and significant effect on employee performance at PT. Yong Xing Abadi Jaya, Makassar.

H3: Work discipline has a positive and significant effect on employee performance at PT. Yong Xing Abadi Jaya, Makassar.

### III. Research Method

This study employs a quantitative research approach designed to test theoretical assumptions through numerical measurement of variables and statistical data analysis. Quantitative methods were chosen because they allow objective examination of the relationships among compensation, work motivation, work discipline, and employee performance at PT. Yong Xing Abadi Jaya Makassar. A survey method was employed as the primary research strategy, allowing data collection from respondents within their natural work environment through a structured questionnaire, consistent with Sugiyono's (2019) recommendations.

#### 3.1. Research Location and Duration

The research was conducted at PT. Yong Xing Abadi Jaya, located at Pergudangan Lantebung, Jl. Ir. Sutami No.1 Blok A11, Parang Loe, Tamalanrea District, Makassar City, South Sulawesi. Data collection was conducted over two months, from January to February 2025, allowing sufficient time for the distribution, completion, and verification of the questionnaires.

#### 3.2. Population and Sample

The population in this study consists of all permanent employees working at PT. Yong Xing Abadi Jaya in 2024, totaling 60 employees. Following Sugiyono (2019), the sample refers to a subset that possesses characteristics representative of the population. Given the relatively small population size, this study employed a saturated sampling technique, in which the entire population becomes the sample. All 60 employees were therefore included as respondents, representing an accurate reflection of demographic characteristics such as age, gender, and educational background.

#### 3.3. Data Types and Data Sources

The study utilizes quantitative data, characterized by numerical values representing scores or measurements derived from respondents' answers. These data were collected using instruments designed to capture employees' perceptions based on a Likert scale. The primary source of data is firsthand information obtained directly from employees through questionnaires, which constitute the primary data category (Sujarweni, 2016). Secondary data—such as company documents, attendance records, and organizational profiles—were used to complement and contextualize the primary findings.

#### 3.4. Data Collection Techniques

Data were gathered using two techniques. Observations were conducted to gain a direct understanding of workplace conditions and nonverbal employee behavior. As Sugiyono (2019) explains, observation enables the researcher to interpret the meaning behind actions occurring in the natural environment. The primary technique, however, was the use of a questionnaire, distributed directly to employees to collect consistent and objective data. The questionnaire included a combination of closed-ended and limited open-ended questions to facilitate both structured analysis and contextual insights.

### 3.5. Research Instrument and Measurement

The instrument used in this study was a structured questionnaire measuring four variables: compensation, work motivation, work discipline, and employee performance. All items were measured using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Respondents indicated their level of agreement by selecting the appropriate score. This approach allows the transformation of qualitative perceptions into quantitative data suitable for statistical analysis.

### 3.6. Data Analysis Techniques

Data analysis was conducted using SPSS 26.0, employing both descriptive and inferential statistical procedures. Descriptive statistics were used to summarize respondent characteristics and central tendencies, including the mean, standard deviation, minimum and maximum values, skewness, and kurtosis (Ghozali, 2009). Classification of response categories was based on interval computation using the formula (Maximum – Minimum)/Number of Categories =  $(5 - 1)/5 = 0.8$ . To ensure data accuracy, instrument quality was examined through validity and reliability testing. Validity was assessed using Pearson Product–Moment correlation to determine the extent to which questionnaire items accurately measure their intended constructs (Sunyoto, 2011). Items with correlation coefficients exceeding the critical value in the r-table were deemed valid. Reliability was tested using Cronbach's alpha. A coefficient above 0.60 indicates acceptable internal consistency, reflecting stable measurement across items.

### 3.7. Classical Assumption Testing

Before hypothesis testing, multiple regression assumptions were evaluated. Normality of residuals was examined using both graphical inspection (Normal Probability Plot) and the Kolmogorov–Smirnov test. Data were considered normally distributed when the plotted points followed the diagonal line and asymptotic significance exceeded 0.05. Multicollinearity was tested using tolerance and Variance Inflation Factor (VIF) values to verify the independence of predictor variables. Tolerance values above 0.10 and VIF values below 10 indicate the absence of multicollinearity. Heteroskedasticity was examined using scatterplot analysis; homoscedasticity is indicated when residuals are randomly distributed without forming a patterned shape.

### 3.8. Hypothesis Testing

The hypotheses were tested using multiple linear regression to assess the simultaneous and partial effects of compensation, work motivation, and work discipline on employee performance. The regression model applied follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

where  $Y$  represents employee performance,  $X_1$  compensation,  $X_2$  work motivation, and  $X_3$  work discipline;  $\alpha$  denotes the constant;  $\beta_1$ – $\beta_3$  are regression coefficients; and  $e$  denotes the error term. The coefficient of determination ( $R^2$ ) was used to determine the percentage of variance in employee performance explained by the independent variables. Partial hypothesis testing was conducted using the t-test to examine the individual effect of each predictor variable. The decision rule states that hypotheses are accepted when the calculated t-value exceeds the critical t-value from the t-table or when the significance level is less than 0.05.

### 3.9. Operational Definitions of Variables

Operational definitions were developed to provide clear and measurable descriptions of each variable, following Sugiyono (2019). Each variable was defined in terms of observable behaviors and measured

through Likert-scale items. These definitions ensure conceptual clarity and enable precise measurement during the empirical analysis.

#### IV. Results and Discussion

##### 4.1. Research Result

###### a. Validity Test Results

Validity test is used to measure the validity of a questionnaire as a research instrument. A questionnaire is considered valid if the questions in the questionnaire can accurately measure what they intend to measure (Sunyoto, 2011). The test is conducted using the Pearson product-moment correlation method, which is then compared with the r table. The r table value is obtained from the degree of freedom, which is equal to  $nk$ , where  $n$  is the number of respondents and  $k$  is the number of variables. If the correlation value is greater than the value in the r table, then the statement is considered valid. The results of the validity test are presented in Table 14.

**Table 1. Validity Test Results**

Question Items	Person correlation	r table	Information	
X1	X1.1	0.905**	0.2542	VALID
	X1.2	0.762**	0.2542	VALID
	X1.3	0.897**	0.2542	VALID
	X1.4	0.821**	0.2542	VALID
	X1.5	0.726**	0.2542	VALID
X2	X2.1	0.852**	0.2542	VALID
	X2.2	0.725**	0.2542	VALID
	X2.3	0.741**	0.2542	VALID
	X2.4	0.723**	0.2542	VALID
	X2.5	0.575**	0.2542	VALID
	X2.6	0.815**	0.2542	VALID
X3	X3.1	0.700**	0.2542	VALID
	X3.2	0.726**	0.2542	VALID
	X3.3	0.662**	0.2542	VALID
	X3.4	0.626**	0.2542	VALID
	X3.5	0.746**	0.2542	VALID
Y	Y1	0.697**	0.2542	VALID
	Y2	0.779**	0.2542	VALID
	Y3	0.785**	0.2542	VALID
	Y4	0.729**	0.2542	VALID
	Y5	0.718**	0.2542	VALID
	Y6	0.662**	0.2542	VALID

Based on Table 1, it is evident that the variables Compensation, Work Motivation, Work Discipline, and Employee Performance have a calculated r value greater than the r table value (calculated  $r > 0.2542$ ). Therefore, it can be concluded that all question items in the study are valid.

b. Reliability Test Results

Reliability is a tool used to measure a questionnaire, which serves as an indicator of the variables studied (Sunyoto, 2011). Questions in a questionnaire are considered reliable if a person's answers to the questions are consistent and accurate. The reliability test of the measurement in this study was conducted using Cronbach's alpha, as facilitated by SPSS 26.0 software. A Cronbach's alpha coefficient that exceeds the table value is considered reliable. Some argue that Cronbach's alpha indicates reliability of 0.60 or higher (Sunyoto, 2011). The results of the reliability test are presented in table 2.

**Table 2. Reliability Test Results**

Variables	Cronbach's Alpha	Information
Compensation	0.886	Reliable
Work motivation	0.827	Reliable
Work Discipline	0.715	Reliable
Employee performance	0.820	Reliable

Table 2 shows that the variables Compensation, Work Motivation, Work Discipline, and Employee Performance have Cronbach's alpha values greater than 0.6. This indicates that the questionnaire items in this study are reliable. Therefore, each questionnaire used will be able to obtain consistent data, and if the questionnaire is asked again, the answers will be relatively similar to the previous ones.

c. Classical Assumption Test Results

The classical assumption test is used to identify disturbances in multiple linear regression. A good regression model does not encounter classical assumption problems. The classical assumption tests in this study consist of the normality test, the multicollinearity test, and the heteroscedasticity test.

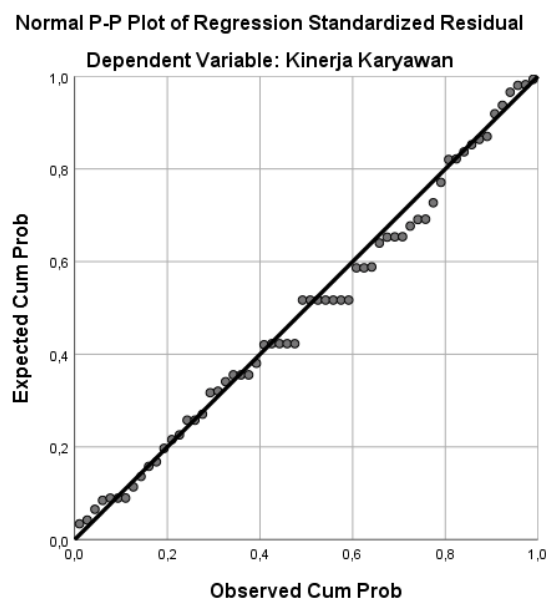
1) Normality Test

This assumption test will examine the independent variable data (X) and the dependent variable data (Y) in the resulting regression equation to determine whether they are typically distributed or not (Sunyoto, 2011). The data normality test in this study was conducted using the Normal Probability Plot of Regression Standardized Residuals graph. The Kolmogorov-Smirnov test is said to be normally distributed if the asymptotic significance of the data is greater than 0.05 ( $p > 0.05$ ) (Sufren, 2013).

**Table 3. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Predicted Value
N		60
Normal Parameters <sup>a,b</sup>	Mean	26.7666667
	Standard Deviation	2.63786111
Most Extreme Differences	Absolute	,148
	Positive	,114
	Negative	-,148
Test Statistics		,148
Asymp. Sig. (2-tailed)		,092 <sup>c</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on Table 3, the normality test in this study shows that the research data are typically distributed. The two-tailed significance value is 0.55, with the Kolmogorov-Smirnov Test Statistic value being 0.136. The regression model in this study is normally distributed and meets the normality test criteria, with a probability value greater than 0.05.



**Figure 1. Normal PP Plot Graph**

Figure 1 illustrates that the points are distributed around the diagonal line, following its direction. This indicates that the regression model is suitable for use because it meets the assumption of normality.

2) Multicollinearity Test

The multicollinearity test in this study was used to determine whether there were similarities between independent variables. This was done by calculating the variance inflation factor (VIF) and tolerance. If the VIF value is greater than 10 or the tolerance value is <0.10, then the independent variable exhibits multicollinearity. Conversely, if the VIF value is <10 and the tolerance value is >0.10, the regression model can be concluded to be free from multicollinearity. The VIF and tolerance values in this study are shown in Table 4.

**Table 4. Multicollinearity Test Results**

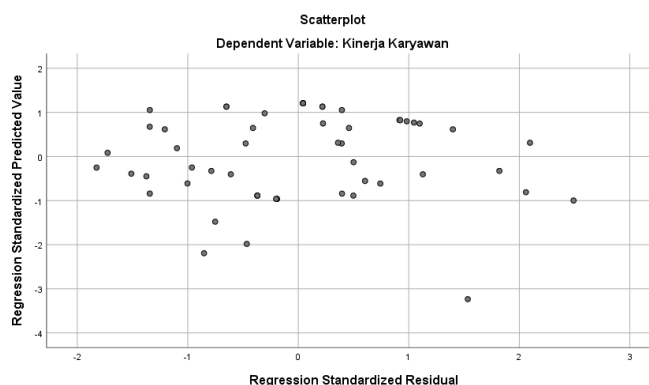
Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Compensation	,362	2,762
	Work motivation	,534	1,871
	Work Discipline	,439	2,277

a. Dependent Variable: Employee Performance

Based on the test results in Table 4, the tolerance value is > 0.10, indicating no correlation between the variables. Each independent variable has a Variance Inflation Factor (VIF) value showing a value < 10. This means that the independent variables in this study do not show any symptoms of multicollinearity among themselves. Therefore, it can be concluded that this regression model is free from multicollinearity.

### 3) Heteroscedasticity Test

The heteroscedasticity test is conducted to see whether the residual variances from one observation are the same as those from another. The expected result is homoscedasticity. Heteroscedasticity occurs when the scatterplot points exhibit a regular pattern, such as narrowing, widening, or waviness. Meanwhile, homoscedasticity occurs if the scatterplot points from the data processing are spread below or above the origin point (number) on the Y-axis and do not have a regular pattern. The results of the heteroscedasticity test are in Figure 3.



**Figure 3. Scatter plot graph**

Based on the Scatterplot graph 3, the data points are spread above and below or around the number 0, and in the graph, the points are not gathered only above or below it. The distribution of data points in the Scatterplot graph results above does not form a wavy pattern, and the distribution of data points is not patterned. This indicates that there is no heteroscedasticity in the regression model. Hence, the model is suitable for predicting Employee Performance with the influencing variables of Compensation, Work Motivation, and Work Discipline.

#### d. Multiple Linear Regression Analysis

Multiple linear regression analysis is an analytical tool used to determine the relationship between one dependent variable and two or more independent variables. The calculation of multiple linear regression using SPSS version 26 is shown in Table 5.

**Table 5. Results of Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,316	1,583		,831	,409
	Compensation	,278	,100	,241	2,779	,007
	Work motivation	,601	,070	,617	8,634	,000
	Work Discipline	,202	,096	,167	2,119	,039

a. Dependent Variable: Employee Performance

Based on Table 5, this study uses a multiple regression equation with the following equation:

$$Y = 1.316 + 0.278X_1 + 0.601X_2 + 0.202X_3 + e$$

Information:

- Y = Employee Performance
- $\alpha$  = constant
- X1 = Compensation
- X2 = Work Motivation
- X3 = Work Discipline
- $\beta_1$ - $\beta_3$  = Regression coefficient to be calculated
- e = Interfering factor or error term

Based on the linear equation above, work motivation is the most dominant variable influencing the dependent variable in this model because it has the highest standard beta value and the strongest significance, indicating that increasing work motivation will have a significant impact on improving employee performance, as explained by:

- $\alpha$  = The absolute value constant of Y is 1.316, meaning that if the independent variable is Compensation, Work Motivation, and Work Discipline have a value of 0, then the total Employee Performance is 1.316.
- $\beta_1$  = The magnitude of the regression coefficient  $\beta_1$  is 0,278. This shows that by increasing the variable X1 (Compensation), Employee Performance will increase by 0.278.
- $\beta_2$  = The magnitude of the regression coefficient  $\beta_2$  is 0,601. This indicates that increasing the variable X2 (Work Motivation) will result in a 0.601 increase in Employee Performance.
- $\beta_3$  = The magnitude of the regression coefficient  $\beta_3$  is 0.202; this shows that with increasing variable X3 (Work Discipline), it will increase Employee Performance by 0.202.

e. Hypothesis Testing

This study aims to determine the influence of independent variables on dependent variables.

1) Partial Test (t-Test)

The t-test is performed to compare the calculated t-value with the t-table or to determine the P-value for each variable, allowing for the determination of whether the hypothesis has a significant or insignificant effect. If the calculated t-value  $>$  t-table or t-value  $<$   $\alpha$ , the regression coefficient is significant, and the hypothesis is accepted, meaning that the independent variable affects the dependent variable. Conversely, if the calculated t-value  $<$  t-table  $<$   $\alpha$ , it means that the independent variable does not affect the dependent variable. To determine the t-table value, the  $\alpha$  level = 5% (1-sided test) with degrees of freedom  $df = (n-2) = (60-2) = 58$ . Where n is the number of observations and k is the number of independent variables. The results of the t-test, along with the multiple linear regression analysis, are presented in Table 18. Based on the results of the study, the t-table value with a significance of 5% is described by the following equation:

a) First Hypothesis Testing (H1)

The Compensation variable (X1) has a t-count of 2.779 and a t-table value of 2.001, with a significance value of 0.007. The results obtained using the hypothesis testing criteria, where t count  $>$  t table, with a value of  $2.779 > 2.01$  and a significance value of  $0.007 < 0.05$ . Therefore, based on the results of the first hypothesis test, it can be concluded that Compensation has a positive influence on employee performance. So,  $H_0$  is rejected, and  $H_1$  is accepted.

b) Testing the Second Hypothesis (H2)

The Work Motivation variable (X2) has a t-count of 8.634 and a t-table value of 2.001, with a significance value of 0.000. The results obtained with the hypothesis testing criteria where t count > t table, with a value of 8.634 > 2.001 and a significance value of 0.000 < 0.05. Therefore, based on the results of the second hypothesis test, it can be concluded that Work Motivation has a positive influence on Employee performance. So, Ho is rejected, and H2 is accepted.

c) Testing the Third Hypothesis (H3)

The Work Discipline variable (X3) has a t-count of 2.119 and a t-table value of 2.001, with a significant p-value of 0.039. The results obtained with the hypothesis testing criteria where t count > t table, with a value of 2.119 > 2.001 and a significance value of 0.039 < 0.05. Therefore, based on the results of the third hypothesis test, it can be concluded that Work Discipline has a positive influence on Employee Performance. Thus, Ho is rejected, and H3 is accepted.

2) Coefficient of Determination Test (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) is used to measure how much variance of the dependent variable is explained by all independent variables. The value of the coefficient of determination is 0 or 1. The closer the coefficient of determination is to 1, the stronger the influence of the independent variable on the dependent variable; conversely, the closer the coefficient of determination is to 0, the smaller the influence of the independent variable on the dependent variable (Basuki, 2016), as shown in Table 19.

**Table 6. Results of the R<sup>2</sup> Determination Coefficient Test**

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,920a	,847	,839	1.15103
a. Predictors: (Constant), Work Discipline, Work Motivation, Compensation				

Based on Table 6, the R figure of 0.920 indicates a strong relationship between employee performance and the three independent variables, as it falls within the strong category, with a value of 0.800–1.00. Meanwhile, the R-squared value of 0.847, or 84.7%, indicates that the variables Compensation, Work Motivation, and Work Discipline can collectively explain 84.7% of the variation in Employee Performance. 84.7%, while the remaining 15.3% can be attributed to other variables not included in this study, such as work stress and Information Technology.

4.2. Discussion

a. The Effect of Compensation on Employee Performance

The results of the hypothesis test show that Compensation has a positive and significant effect on Employee Performance: The better the compensation, the better the employee's performance. Compensation is a professional activity, meaning that every employee receives a reward for their services to their institution. Compensation must be appropriate and acceptable to employees who have performed their duties exceptionally well. With appropriate compensation, employees will be committed and make every effort to achieve better work results, thereby improving their performance. Compensation is a part of reward or appreciation that is only related to the economic aspect; however, after considering the belief that a broader system influences individual behavior, compensation cannot be separated from the rewards provided by the

organization (Ansory, 2018, p. 301). Sinambela Fahmi (2017:64) also said that compensation is the sum of all gifts given by the organization to employees in return for their services.

Alberts and Hayes' (2003) Organizational Agility Theory explains that organizational agility is the ability to change organizational rules during operation, allowing the organization to handle various tasks more effectively. Provides a strategic framework for PT. Yong Xing Abadi Jaya is developing a flexible and responsive work system to meet the needs of its employees. When an organization has the agility to adjust its policies, including compensation, it can significantly improve employee performance. In other words, organizational agility in designing and adjusting compensation systems on an ongoing basis is an important factor in driving optimal employee productivity and performance. The dominant indicators that influence compensation are wages and salaries, which play a central role in the compensation system at PT Yong Xing Abadi Jaya, as they are the primary form of reward directly felt by employees. For most employees, a stable and expected monthly salary is the primary measure of whether the company is providing adequate compensation. The results of the study were also shown by Santoso, SB, & Martono, BA (2024) and Hidayat, S., Sojanah, J., & Rofaidah, R. (2025). Compensation has a positive effect on Employee Performance. When employees receive fair compensation, they feel appreciated and motivated to enhance productivity and quality of work, in line with their contributions. This creates higher job satisfaction, builds loyalty to the organization, and encourages them to achieve predetermined targets. Thus, reasonable compensation is a key factor in enhancing employee performance.

#### b. The Influence of Work Motivation on Employee Performance

The results of the hypothesis test show that work motivation has a positive and significant impact on employee performance. The better the work motivation, the better the employee's performance. Without motivation, an employee will not achieve their maximum potential in the work they complete. Even when an employee has high knowledge and skills, if they lack sufficient motivation, the work they do will not meet expectations. Motivation is a significant factor in encouraging employees to complete their tasks and obligations efficiently and effectively. Motivation is essential in an organization so that all plans will be realized and the organization's performance will improve. Motivation is a person's drive to do something desired. Bernard Berelson and Gary A. Stainer (in Hustia, A. (2020)) define motivation as a mental state and mental attitude of humans that provides energy, encourages activities, and channels behavior towards achieving needs that reduce imbalance. A person's behavior, according to attribution theory, is influenced by several causal factors, both from within (internal factors) and from outside (external factors). Based on this, work motivation is one of the internal factors that affect employee performance. It can be concluded that employees have high work motivation. Therefore, with high motivation, employees tend to perform their jobs well, which has a positive impact on their performance.

Alberts and Hayes' (2003) Organizational Agility Theory posits that organizational agility is the ability to modify organizational rules during operation, enabling the organization to handle various tasks more effectively in the context of PT. Yong Xing Abadi Jaya's ability to create a flexible and responsive work environment also contributes to increased employee motivation. When an organization can quickly adjust its work systems, communication, and internal policies, including employee empowerment and recognition, work motivation is positively enhanced. The dominant indicators that influence work motivation and responsibility are when employees have a strong sense of responsibility. They are more motivated to perform optimally, maintain quality, and demonstrate dedication to the company. Therefore, management needs to continue fostering a work culture that instills the value of responsibility, as this has been shown to have a significant positive impact on increasing work motivation. The results of this study were also demonstrated by Hustia, A. (2020), who concluded that work motivation has a significant influence on employee performance. Doni Bachtiar (2019) concluded that work motivation has a significant influence on employee performance. Work motivation is one of the important factors influencing employee performance levels in an organization.

Motivation can be defined as an internal or external drive that causes a person to act or work optimally to achieve specific goals.

### c. The Influence of Work Discipline on Employee Performance

The results of the hypothesis test indicate that Work Discipline has a positive and significant effect on Employee Performance; the better the Work Discipline, the higher the level of employee performance. Good discipline fosters a more orderly work environment, reduces error rates, enhances efficiency, and strengthens coordination among individuals and work teams. Therefore, building and maintaining a culture of discipline is a strategic step for the company to improve individual and organizational performance as a whole. The management of PT Yong Xing Abadi Jaya needs to continue paying attention to this aspect, both through consistent supervision, the provision of fair sanctions and rewards, and by creating a work environment that supports discipline as part of the employee's work ethic.

Work discipline is a crucial aspect for the growth of an organization/company, as it motivates employees to discipline themselves in carrying out work both individually and in groups. There are several opinions of experts about the meaning of work discipline, such as according to Herlambang, MAT (2023), work discipline is a manager's way to communicate with employees so that they are willing to change their behavior, and as an effort to increase awareness and willingness of someone to obey all company regulations and applicable social norms. Alberts and Hayes' (2003) Organizational Agility Theory posits that organizational agility is the ability to modify organizational rules during operation, enabling the organization to handle various tasks more effectively in the context of PT. Yong Xing Abadi Jaya applies the principle of management agility to establish a system of supervision and fostering work discipline that is neither rigid nor inflexible, yet remains firm and adaptable to field situations. When work rules can be adjusted quickly and precisely without compromising disciplinary standards, a balance is created between structure and flexibility. The dominant indicators that influence Work Discipline Attendance at work reflect an employee's level of discipline. Consistent and punctual attendance demonstrates commitment, responsibility, and adherence to company regulations. Without good attendance, work processes are disrupted, productivity declines, and the team's workload becomes unbalanced. Therefore, attendance is not merely a physical presence, but a symbol of integrity and professional awareness that supports organizational success. The results of the study were also shown by Aprelia, D., & Andjarwati, T. (2024) and Hidayat, S., Sojanah, J., & Rofaidah, R. (2025). Work Discipline has a positive effect on Employee Performance because it creates consistency, responsibility, and efficiency in carrying out tasks. Employees with high discipline tend to obey rules, respect time, and maintain focus on achieving their targets. With good work discipline, the work process becomes more organized, resulting in increased productivity and work results that meet the company's standards.

## V. Conclusion

This study examined the influence of compensation, work motivation, and work discipline on employee performance at PT. Yong Xing Abadi Jaya Makassar. The results demonstrated that all three variables have a positive and significant effect on employee performance. Compensation was found to enhance employees' commitment and willingness to deliver optimal results when it is perceived as fair and aligned with the value of their contributions. Work motivation also played a crucial role, highlighting that even employees with high skills will not perform optimally in the absence of adequate motivational drivers. Likewise, work discipline emerged as a key determinant of consistent performance, as disciplined employees tend to demonstrate better work habits, greater responsibility, and improved coordination within the organization. Overall, the findings confirm that strengthening compensation systems, motivation strategies, and disciplinary practices collectively contribute to improved employee performance.

Theoretically, this study reinforces human resource management theories that emphasize the role of rewards, intrinsic motivation, and behavioral regulation in shaping employee performance. The findings align

with motivator–hygiene theory, expectancy theory, and organizational behavior frameworks that stress the importance of equitable compensation, internal work drive, and discipline as foundations for improved performance. From a managerial perspective, these results suggest that PT. Yong Xing Abadi Jaya must continuously enhance its compensation structure to ensure fairness and competitiveness, cultivate motivational practices that foster employee engagement, and maintain a disciplined work environment through consistent supervision, clear policies, and balanced sanctions and rewards. Strengthening these elements is essential not only for improving individual performance but also for supporting long-term organizational effectiveness and sustainability.

This study is not without limitations. First, the research focuses solely on three independent variables, which means other relevant determinants of employee performance—such as leadership style, organizational culture, workload, job satisfaction, or work environment—were not examined and may provide deeper insights. Second, the study relies exclusively on a quantitative survey, which restricts the ability to explore subjective or contextual nuances that qualitative approaches might capture. Third, the research is limited to a single organization, thereby reducing the generalizability of the findings to other sectors or regions. Future research is encouraged to incorporate additional variables, adopt mixed-method approaches such as interviews or case studies, and expand the study to multiple companies or industries to obtain more comprehensive and comparative results.

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