



# Implementation Of Work Discipline, Motivation, And Compensation On Employee Performance Of PT. Wan Tobacco Cigaret Sidoarjo

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## ABSTRACT

This study aims to analyze the influence of work discipline, motivation, and compensation on employee performance at PT. Wan Rokok Tembakau Sidoarjo. This study uses descriptive and verification methods to explore the relationship between work discipline, motivation, and compensation. Data were collected using questionnaires, observations, and literature reviews involving a sample of 100 employees selected using simple random sampling. Hypothesis testing was carried out using multiple linear regression analysis with the help of the SPSS version 25 program. The results of the study indicate that work discipline, motivation, and independence have a significant effect on employee performance, both partially and simultaneously. This study confirms that work discipline, motivation, and recovery are strategic elements in effective human resource management, especially in improving employee performance. By paying attention to and developing all three in a balanced manner, the company can create a work system that is oriented towards results, sustainable, and competitive.

## INTRODUCTION

In the era of globalization, companies are required to be more competitive and must have advantages and competitiveness in order to survive in business competition with other companies. The magnitude of competition that occurs in this era of globalization, one of which occurs in the economic sector.

In this condition, companies must be able to face the challenges that have occurred so that the company can survive well. One of the efforts that must be made is to improve the quality of human resources (Rosalita et al., 2024). According to Maimunah and Nursaid (2020), work discipline is one of the important things in implementing company activities, because the better the employees, the higher the work effectiveness they achieve. Good discipline reflects a person's sense of responsibility for the tasks given to him; this encourages work passion and

work enthusiasm and supports the realization of company goals. Discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work performance they achieve. Without good employee discipline, it is difficult for a company organization to achieve optimal results (Setiawan and Qomariah, 2022) According to Pahira and Rinaldy (2023), motivation is the provision of a driving force that produces a person's enthusiasm for work, allowing them to work together effectively and combine all of their efforts to reach fulfillment.

Motivation is something fundamental that motivates people to work. Motivation is a potential force within a person that can be developed by themselves or by a variety of external forces centered on monetary and non-monetary rewards, which can have a positive or negative impact on their performance results (Ong and Mahazan, 2024) Compensation is an important role in Human Resource Management (HRM). Because pay is one of the most sensitive areas of employment relationships, which includes compensation difficulties as well as other associated components such as benefits. In practice, many businesses still do not fully understand the compensation system. The compensation system supports the organization's core beliefs and aims. Compensation is crucial for both employees and the organization. Work discipline has a good impact on employee performance, according to research by Uswatun Chassanah in 2023. The t-test revealed a t-value of  $6.609 > 1.6605$  with a significance level of 0.000, which is less than 0.05 ( $0.000 < 0.05$ ).

Discipline has a negative value and no discernible impact on performance at the Jayawijaya Regency Regional Secretariat Civil Servants, according to research done in 2017 by Indra Lestari Sumbung, Syaikhul Falah, and Alfiana Anto. The pay scheme reflects the organization's efforts to retain human resources. Furthermore, research conducted by Iko Kusumawati, Achmad Fauzi, and Mukti Amini in 2022 revealed that there was an effect of work motivation on employee performance, implying that the higher the job motivation, the better the employee performance. In contrast to research conducted by Frans Zella and Maria Magdalena in 2019, the findings of this study show that work motivation has no positive or substantial effect on employee performance at PT. PNM Padang. Opan Arifudin's 2019 research found that remuneration has a substantial effect on performance. This is in contrast to research conducted by Emmy Juliningrum and Achmad Sudiro in 2013. According to the study's findings, remuneration has not been able to contribute to employee job motivation and performance. Based on the research gap and problems described, this study makes a unique theoretical and practical contribution to understanding the dynamics of the complex relationship between work discipline, motivation, and compensation and employee performance at PT. Wan Tobacco Cigaret Sidoarjo. The essential difference in this study is the effort to incorporate previous variables that have yielded conflicting results in numerous studies, in order to present a new viewpoint on the elements influencing employee performance.

## LITERATURE REVIEW

This study illustrates how work discipline, motivation, and compensation influence employee performance. This paper cites various previous studies that support and refute the relationship between the factors..

### Work Discipline and Employee Performance

Fajri and Damar (2020) found that work discipline has a good and significant effect on employee performance at CV. Permata Mitra Karya. Furthermore, Chassanah (2023) found that work discipline improves employee performance.

### Motivation and Employee Performance

According to Armansyah's (2022) research, motivation improves the performance of personnel at the Riau Islands Provincial Secretariat's Social Welfare Bureau. According to Kusumawati et al. (2022), there is a relationship between work motivation and employee performance, which implies that the stronger the job motivation, the higher the employee performance.

### Compensation and Employee Performance

Aryani and Meriyati's (2019) research demonstrates that salary influences employee performance at PT. Sri Metriko Utamawidjaja. In addition, Arifudin (2019) found that remuneration has a considerable impact on employee performance.

## METHODS

The approach utilized in this study is quantitative. This study used a survey as its research approach. This study involved employees from PT. Wan Tobacco Cigaret Sidoarjo. The study included 626 employees. The Slovin technique was used to determine the number of samples, and a 10% margin of error was discovered, therefore the sample size was decided to be 86 responders and rounded up to 100. This was done to streamline data processing and improve test findings. The sample technique was based on probability, namely simple random sampling. Sampling was carried out using the incidental technique. This study employs instrument quality testing, specifically validity and reliability tests, as well as classical assumption tests such as normality, multicollinearity, and heteroscedasticity tests. The analysis technique employs multiple linear regression analysis.

## RESULTS

### Respondent Characteristics

The research data was collected from 100 employees of PT. Wan Tobacco Cigaret Sidoarjo, whose characteristics are described in Table 1.

**Table 1. Respondent Data**

Variables	Total	Percent
<i>Gender</i>		
- Male	55	55,0
- Female	45	45,0
<i>Age</i>		
- < 20 years old	8	8,0
- 21-30 years old	22	22,8
- 31-40 years old	28	28,0
- 41-50 years old	25	25,0
- > 50 years old	17	17,0
<i>Education</i>		
- Elementary School/Equivalent	6	6,0
- Junior High School/Equivalent	15	15,0
- Senior High School/Equivalent	45	45,0
- Diploma (D1-D3)	20	20,0
- Sarjana/Pascasarjana	14	14,0
<i>Length of Service</i>		

Variables	Total	Percent
- < 1 years	12	12,0
- 1-3 years	30	30,0
- 4-6 years	35	35,0
- > 6 years	23	23,0

Source: Processed questionnaire data, 2025

Table 1 displays the data of respondents, specifically employees of PT. Wan Tobacco Cigaret Sidoarjo, who comprised the research sample of 100 people. There were more male respondents than female ones. The majority of responders were in the productive age range of 20 to 50 years. Furthermore, the majority of respondents had a senior high school or equivalent, and the majority of employees worked for an extended period of time.

### Validity and Reliability Test

Table 2 shows the results of the validity and reliability tests.

**Table 2. Validity and Reliability Test**

Variable/Indicator	r-table	r-count	Cronbach Alpha	Conclusion
Work Discipline	0,197		0,892	Reliable
- Goals and abilities		0,838		Valid
- Exemplary leadership		0,860		Valid
- Remuneration		0,767		Valid
- Justice		0,752		Valid
- Punishment penalty		0,771		Valid
- Firmness		0,750		Valid
- Human relations		0,720		Valid
Motivation	0,197		0,864	Reliable
- Physical needs		0,597		Valid
- Need for security		0,869		Valid
- Social needs		0,800		Valid
- Need for appreciation		0,879		Valid
- Need for encouragement to achieve goals		0,869		Valid
Compensation	0,197		0,893	Reliable
- Wages and salaries		0,857		Valid
- Incentive		0,889		Valid
- Allowance		0,936		Valid
- Facility		0,769		Valid
Employee Performance	0,197		0,903	Reliable
- Quantity of work		0,640		Valid
- Quality of work		0,792		Valid
- Efficiency in completing jobs		0,694		Valid
- Discipline at work		0,764		Valid
- Initiative		0,752		Valid
- Accuracy		0,842		Valid
- Leadership		0,809		Valid
- Honesty		0,803		Valid
- Creativity		0,687		Valid

Source: Processed Primary Data, 2025

All indicators in each variable are certified legitimate because the estimated  $r$  value exceeds the  $r$  table (the  $r$  table for  $n = 100$  at a 5% significance level is about 0.197). All variables are also reliable because they met the study's threshold (Cronbach alpha work discipline 0.892; motivation 0.864; compensation 0.893; and performance 0.903 is greater than the minimal cut off value of 0.60, indicating that all instruments are reliable).

### Normality Test

**Table 3. Kolmogorov-Smirnov Test Results**

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			100
Normal Parameters <sup>a,b</sup>	Mean		.0000000
	Std. Deviation		8.15647373
Most Extreme Differences	Absolute		.057
	Positive		.041
	Negative		-.057
Test Statistic			.057
Asymp. Sig. (2-tailed) <sup>c</sup>			.200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.		.571
	99% Confidence Interval	Lower Bound	.558
		Upper Bound	.584

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Processed Primary Data, 2025

Based on the Kolmogorov-Smirnov test results in Table 3, the Asymp. Sig. (2-tailed) value is 0.200, which above the significance level of 0.05. This demonstrates that the residuals in the regression model are regularly distributed, implying that the normality condition has been met.

### Multicollinearity Test

**Table 4. Multicollinearity Test Results**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	26.585	2.891		9.196	.000		
	Disiplin Kerja	.711	.206	.596	-3.457	.001	.281	3.563
	Motivasi	1.096	.250	.656	4.387	.000	.373	2.680
	Kompensasi	.430	.326	.417	3.293	.026	.267	3.750

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2025

According to the findings of the multicollinearity test provided in Table 4, the Tolerance value for each independent variable, namely Work Discipline (0.281), Motivation (0.373), and Compensation (0.267), is greater than the minimum threshold of 0.10. In addition, the Variance Inflation Factor (VIF) value is less than the maximum threshold of 10, with the highest VIF value of 3,750 in the Compensation variable. This demonstrates that there are no indications of

multicollinearity among the independent variables in the regression model, which means that each independent variable does not influence each other excessively linearly.

### Heteroscedasticity Test

**Table 5. Glejser Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.864	1.534		1.215	.227
	Disiplin Kerja	.010	.109	.017	.092	.927
	Motivasi	.266	.133	.317	2.009	.947
	Kompensasi	.001	.173	.001	.005	.996

a. Dependent Variable: ABS\_RES

Source: Processed Primary Data, 2025

According to the findings of the heteroscedasticity test using the Glejser technique displayed in Table 5, the significance value (Sig.) for all independent variables is greater than 0.05, including Work Discipline (0.927), Motivation (0.947), and Compensation (0.996). These data show no significant link between independent variables and the absolute value of the residual (ABS\_RES), indicating no heteroscedasticity in the regression model applied.

### Multiple Linear Regression Test

In this study, multiple linear regression analysis is used to examine the impact of the independent variables, Work Discipline (X<sub>1</sub>), Motivation (X<sub>2</sub>), and Compensation (X<sub>3</sub>), on the dependent variable, Employee Performance (Y). The study's multiple linear regression analysis yielded the following results:

**Table 6. Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.585	2.891		9.196	.000
	Disiplin Kerja	.711	.206	.596	3.457	.001
	Motivasi	.496	.250	.656	4.387	.000
	Kompensasi	.430	.326	.417	3.293	.026

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2025

Based on the data in Table 6, the multiple linear regression equation is as follows:

$$Y = 26.585 + 0.711X_1 + 0.496X_2 + 0.430X_3 + e$$

The equation indicates that when the variables Work Discipline (X<sub>1</sub>), Motivation (X<sub>2</sub>), and Compensation (X<sub>3</sub>) are zero, the fundamental value of Employee Performance (Y) is 26,585. The regression coefficient for each variable indicates the direction and strength of its influence on performance. Positive coefficients on the three independent variables indicate that increasing Work Discipline, Motivation, and Compensation will result in an increase in Employee Performance, as long as the other factors remain constant. Furthermore, all variables in the

model have a significance level of less than 0.05, indicating that each has a meaningful partial effect on employee performance.

### F Test

**Table 7. F Test Results**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1640.632	3	546.877	7.971	.000 <sup>b</sup>
	Residual	6586.278	96	68.607		
	Total	8226.910	99			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Compensation, Motivation, Work Discipline						

Source: Processed Primary Data, 2025

Based on the F Test findings shown in Table 7, the calculated F value is 7.971 with a significance value (Sig.) of 0.000, which is less than the significance level of 0.05. This demonstrates that the regression model containing the variables Work Discipline, Motivation, and Compensation all have a substantial effect on Employee Performance.

### R<sup>2</sup> Determination Coefficient Test

**Table 8. Results of Determination Coefficient Test**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847a	.799	.774	2.28294
a. Predictors: (Constant), Compensation, Motivation, Work Discipline				
b. Dependent Variable: Employee Performance				

Source: Processed Primary Data, 2025

Based on the Determination Coefficient Test results in Table 8, the R Square value is 0.799, indicating that the independent variables, Work Discipline, Motivation, and Compensation, can explain 79.9% of the variation in the Employee Performance variable. Meanwhile, the remaining 20.1% is explained by factors other than the research model. The Adjusted R Square score of 0.774 additionally indicates that the model has been adjusted for the number of variables and samples utilized while still demonstrating a good level of fit. Thus, the regression model utilized has excellent predictive capacity, and the three independent variables are collectively the most important determinants determining employee performance at PT. Wan Tobacco Cigaret Sidoarjo.

## DICUSSION

### The Influence of Work Discipline on Employee Performance

Based on the findings of this study's data analysis, the variable Work Discipline is shown to have a considerable impact on employee performance. This research reveals that increasing employee discipline leads to an increase in overall work performance. The association established between these two variables is positive, implying that the better an employee's discipline, the larger their contribution to meeting work targets, daily productivity, and operational performance. These results underscore the importance of work discipline as one of the primary foundations in obtaining optimal performance in the workplace, especially in the industrial sector such as that handled by PT. Wan Tobacco Cigaret Sidoarjo. This observation is consistent with the findings of Sinaga et al. (2021), who discovered that work discipline had a

favorable and significant impact on employee performance in the manufacturing industry. According to the study, disciplined personnel are simpler to direct, perform tasks faster, and make less mistakes, resulting in increased overall corporate efficiency. This study indicates that discipline is more than simply a personal problem; it is part of a management system that has a direct impact on the company's operational success. Suryadi's (2020) research also shown that work discipline is vital in developing a pattern of responsible, consistent, and professional work behavior. The study stressed the importance of work discipline in mediating between company policies and their implementation in the field, resulting in workflow stability. These findings are particularly significant to PT. Wan Tobacco Cigaret Sidoarjo because the company's operations rely on mass work coordination, and the effectiveness of a production line is heavily influenced by the individual and collective discipline of the personnel engaged.

### **The Influence of Motivation on Employee Performance**

The study found that motivation has a substantial impact on staff performance at PT. Wan Tobacco Cigaret Sidoarjo. This research suggests that the higher employees' motivation, both internal and external, the better their performance. The regression model shows a positive link between motivation and performance, indicating that motivation is one of the determining elements that might drive people to operate more ideally, efficiently, and productively. These results highlight that the company's success in meeting targets depends not only on the work system and facilities, but also on management efforts to sustain and encourage employee enthusiasm. The findings of this study are supported by a study conducted by Laila et al., (2023), who discovered that motivation has a good and significant impact on enhancing employee performance in government organizations. The study demonstrates that addressing fundamental requirements, providing a sense of stability, recognition, and possibilities for self-actualization can motivate people to produce their greatest contributions. This study is relevant to PT. Wan Tobacco Cigaret Sidoarjo because it is important to understand the psychological elements of employees in a work environment that requires high productivity. Nurhayat and Wahyuni (2021) found a significant link between work motivation and employee performance. The study stressed that motivation stems not just from management rules, but also from employee perceptions of organizational justice, clarity of work goals, and performance awards. These findings are particularly pertinent to PT. Wan Tobacco Cigaret Sidoarjo since employees would generally work harder and more disciplined if they believe their contributions are being recognized, either verbally or through real incentives.

### **The Influence of Compensation on Employee Performance**

The study found that remuneration has a considerable impact on employee performance at PT. Wan Tobacco Cigaret Sidoarjo. The association between the two variables is positive, indicating that the better the company's compensation scheme, the higher the performance of its personnel. This study confirms the concept in human resource management that compensation is more than just a financial reward; it is also a motivational tool capable of driving productive and results-oriented work behavior. Employees who feel valued for their contributions through fair and suitable compensation tend to be more loyal, responsible, and enthusiastic about their jobs. The findings of this study are consistent with those of Efitriana and Liana (2022), who found that salary had a substantial influence on employee performance in the manufacturing industry sector. In their study, they stressed the importance of a good compensation system in creating a sense of stability, increasing job satisfaction, and encouraging greater work passion. This study is important to the conditions of PT. Wan Tobacco Cigaret Sidoarjo, where high labor expectations must be balanced with reasonable compensation in order to avoid psychological stress and lower performance. Another study that supports similar findings is one by Santosa et al., (2023), who investigated the relationship between compensation and performance in media organizations. The findings revealed that competently



and honestly managed compensation can boost employee trust in the organization, promote work dedication, and reduce internal conflicts. In the context of PT. Wan Tobacco Cigaret Sidoarjo, compensation transparency, bonus schemes, and payment timeliness are critical components in fostering trust and employment satisfaction. When compensation is not only supplied appropriately but also administered openly and consistently, employees tend to work more quietly and focused.

### **The Influence Of Work Discipline, Motivation, And Compensation On Employee Performance**

The study's findings show that the variables of work discipline, motivation, and compensation have a substantial impact on employee performance at PT. Wan Tobacco Cigaret Sidoarjo. The three constitute a systemic unity that interacts with one another to motivate employees to attain their best work performance. This research demonstrates that improved performance is not caused by a single component, but by a combination of multiple relevant factors that reinforce one another. When employees have strong discipline, are motivated to do their jobs, and are properly compensated, productive, efficient, and long-term working conditions are produced. Discipline, motivation, and compensation have a mutually reinforcing effect on performance. Good work discipline is simpler to create if people are driven, either internally or because they expect to be compensated. Similarly, motivation will increase if employees believe that the company's remuneration structure operates fairly and honestly. The three are inextricably linked since they contribute to a positive work environment. For example, an employee who is strict about attending and following the rules will lose passion if he does not receive the recognition he deserves. In contrast, providing decent salary without any control over discipline will result in inequity in work management. As a result, management must continue to integrate these three factors as a complete strategy for increasing human resource performance.

### **CONCLUSION**

Based on the research findings given, the conclusions of this study are as follows: Work discipline has a major influence on employee performance. Motivation has also been shown to have a significant affect on performance. Compensation has a significant influence on employee performance. The study's findings imply that firm management should continue to enhance the culture of work discipline by providing clear rules, an accountable attendance system, and constant supervision and sanctions. In terms of motivation, businesses must develop a reward and recognition system that is tailored to employee expectations. To remain competitive, compensation must be assessed and changed on a regular basis to reflect industry norms and inflation. It is advised that future studies include additional relevant variables such as leadership style, work environment, or workload in order to conduct a more comprehensive analysis of factors influencing employee performance. Furthermore, the employment of mixed methodologies or qualitative approaches might improve our understanding of the dynamics of work behavior in the industrial sector.

### **LIMITATION**

#### **1. Limites Scope**

This study was only undertaken at one company, PT. Wan Tobacco Cigaret Sidoarjo, hence the findings cannot be applied to other companies.

## 2. Quantitative Data Only

The approach utilized is entirely quantitative, therefore it does not capture the nuances or deep perceptions of employees that may influence their performance. The utilization of qualitative methodologies, such as in-depth interviews or observations, can improve the outcomes.

## 3. Desain Cross-sectional

The study was conducted at a single point in time, so it cannot account for changes in the dynamics of the interaction between variables over time.

## 4. Did Not Test Other Contextual Factors

This study did not investigate the impact of contextual variables such as leadership style, work atmosphere, or workload.

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