



# The Influence of Motivation, Compensation and Work Discipline toward Employee Performance at PT. Mewah Indah Jaya

Aryani<sup>1</sup>, Daud Arifin<sup>2</sup>, Henry Aspan<sup>3</sup>

<sup>1,2,3</sup>Universitas Pembangunan Panca Budi, Indonesia

Email: [aryanitarigan24@gmail.com](mailto:aryanitarigan24@gmail.com)

## **Abstract:**

*This research was conducted to explain the partial or simultaneous influence of the variables of motivation, compensation, and work discipline on the performance of employees at PT. Mewah Indah Jaya. The total population used is 70 respondents, employees who work at PT. Mewah Indah Jaya which was taken using a questionnaire as a data collection method in this study. This study uses multiple linear regression analysis. The results of the analysis show that there is a simultaneous significant effect between the three variables, and a partially significant influence between the motivation, compensation and work discipline variables on the performance of employees at PT. Mewah Indah Jaya.*

## **Keywords:**

*motivation; compensation; work discipline; performance*

## **I. Introduction**

An organization whatever its shape and purpose, the organization is made based on various visions for the benefit of humans. The importance of human resources in an organization, requires every organization to get qualified and productive employees in running the organization. An organization that is formed, of course, has set a certain goal which is a direction for the leadership and all employees of the company. This is because the organization is a place to achieve certain goals. The success or failure of achieving an organizational goal is much influenced by human resource factors. The success of an organization in achieving its goals also depends on the human resource factor, which requires an interaction and coordination designed to link tasks, both individual and group in order to achieve organizational goals.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Performance can be seen how someone at work. carry out their duties, all of which can be supported by independence, creativity, commitment, responsibility and individual self- confidence at work (Mariam, 2016). The performance of employees greatly affects the success of an organization. If the employee's performance is good, the organizational performance will increase. Conversely, if the employee's performance is bad, it can cause a decrease in organizational performance.

With regard to performance, employees need to be motivated to be oriented towards individual goals in achieving satisfaction. Motivation is also a condition that moves people towards a certain goal. One of the factors that affect employee performance is motivation (Mangkunegara 2017). Motivation is a stimulated need that is oriented towards individual goals in achieving satisfaction (Nitisemito, 2014). Motivation comes from the Latin word *movere*

which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020). Motivation is also a condition that moves people towards a goal.

In addition to motivation, compensation given to employees also affects employee performance so that they can remain productive and profitable for employees (Yamoah, 2013). Compensation is the company's remuneration for employees so that employee performance is in accordance with the wishes of the organization. Work discipline also affects employee performance. According to Rivai (2017), work discipline is a tool used by managers to communicate with employees so that they are willing to change an effort to increase one's awareness and willingness to obey all regulations. Work discipline is needed to produce good performance, with discipline employees will try to do the work as much as possible and the resulting performance will be better.

Employee performance that occurred at PT. Mewah Indah Jaya is considered to be still less than optimal based on the Pre-Survey conducted to 70 correspondents. Employees are less motivated in doing their jobs. The results of the pre-survey questionnaire recapitulation on performance show that currently employees are less motivated to get the best results at work and consider work targets unimportant. This is due to the lack of appreciation or appreciation received from the leadership for the achievement of the good work. There is no appreciation or appreciation for administrations who have high loyalty in their work, and there is no punishment given to administrations who neglect their duties. This causes the administrative motivation to be loyal and do their work on time to decrease. Factors of motivation, compensation and work discipline can be factors that make productivity less than optimal.

## **II. Review of Literatures**

Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics (Afandi, 2018). Performance is also a function of motivation and ability. To complete work and tasks, a person should have a certain degree of willingness and level of ability. A person's willingness and skills that are not effective enough to do it. Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. Employee performance is a very important thing in the company's efforts to achieve its goals. Many factors affect performance, both related to the workforce and related to the company environment and government policies as a whole. Employees will work productively or not depending on motivation, job satisfaction, stress level, physical condition of work, compensation system, job design, and other economic, technical and behavioral aspects (Mistar & Kusumayadi, 2019).

Motivation is a stimulated need that is oriented towards individual goals in achieving satisfaction (Nitisemito, 2014). Another opinion about motivation is the provision of a driving force that creates enthusiasm for one's work so that they are able to work together, work effectively, and with integrity with all efforts to achieve satisfaction (Hafidzi, 2019). Motivation is also a condition that moves people towards a certain goal. According to (Mangkunegara, 2018), one of the factors that affect employee performance is motivation. Motivation is defined as an attitude that leaders and employees have towards the work situation of their organizational environment. Employees will show positive and negative

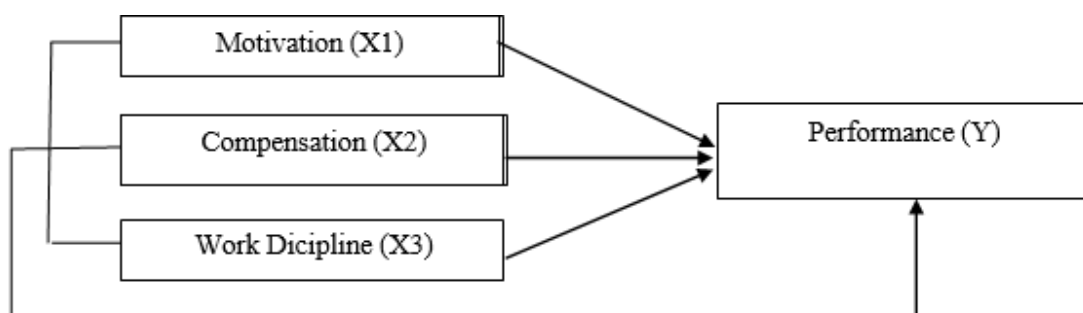
values to their work situations, and all of that can show how high and low motivation is owned by leaders and employees. Motivation has a strong influence on employee performance.

Compensation is all opinions in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company (Hasibuan, 2019). An employee is every person who works by selling his energy (physical and mental) to a company and getting remuneration in accordance with regulations or agreements. The amount of remuneration has been determined and known beforehand, so that employees definitely know the amount of remuneration/compensation they will receive. This compensation will be used by the employee and his family to meet their needs (Putra, 2021). If the remuneration received by the employee is greater, it means that his position is higher, his status is better, and the fulfillment of needs he enjoys is increasing. Thus, the performance also getting better (Jermias & Yigit, 2019). This is where the importance of compensation for employees as a sales force (physical and mental). Compensation is an expense and expense for the company. The company expects that the compensation paid will get a higher work performance reward from the employees. So, the value of employee work performance must be greater than the compensation paid by the company, so that the company gets a profit and the continuity of the company is guaranteed (Purnomo, 2018).

Work discipline also affects employee performance. According to (Rivai, 2019), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. Work discipline is also a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2017). Wexley and Yukl (2020) identified factors that influence performance, including work discipline and motivation. Work discipline is needed to produce good performance, with discipline employees will try to do the work as much as possible and the resulting performance will be better.

### III. Research Methods

Conceptually, motivation (X1), compensation (X2), and work discipline (X3) affect the performance (Y) of employees at PT. Mewah Indah Jaya, either simultaneously or partially. The research framework can be described as follows:



The population in this study were employees at PT. Mewah Indah Jaya, totaling 136 people. While the determination of the number of samples using the Slovin formula. So based onthis formula, the number of samples to be taken is 70 persons.

The data collection techniques used in this study are using a questionnaire with a Likert scale consisting of 5 alternative answers, namely:

Strongly Agree (SS) was given a score of 5  
Disagree (KS) is given a score of 3  
Strongly Disagree (STS) was given a score of 1.

Agree (S) is given a score of 4  
Disagree (TS) is given a score of 2

After testing the validity, reliability and classical assumption test (Data Normality Test, Heteroscedasticity, and Multicollinearity Test), then the following analysis is carried out:

### 2.1 Multiple Regression Analysis

To find parameters and constants as well as F-count and t-count values, computer assistance will be used with SPSS version 20.00 for windows program. Regression test is used to determine the magnitude of the effect of Motivation (X1), Compensation (X2), and Work Discipline (X3), on the Performance (Y) of employees of PT. Mewah Indah Jaya.

The regression equation is as follows:

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

Description:

- Y = Performance
- X1 = Motivation
- X2 = Compensation
- X3 = Discipline Work
- $\beta_1$  = Regression coefficient of Motivation
- $\beta_2$  = Regression coefficient of Compensation
- $\beta_3$  = Regression coefficient of Work Discipline
- $\alpha$  = Constant
- $\epsilon$  = Error Rate (standard error) = 0.05 (5%)

### 2.2 Hypothesis Testing

F test was conducted to see whether the independent variable; Motivation (X1), Compensation (X2) and Work Discipline (X3) together on employee performance at PT. Mewah Indah Jaya. The F test (simultaneous test) is to test whether there is an effect of the independent variables Motivation (X1), Compensation (X2) and Work Discipline (X3) simultaneously (simultaneously) on the dependent variable Performance (Y).

If the F test is obtained the value of Fcount > Ftable will be continued with the t test. The t-test aims to partially see the effect of the independent variables Motivation (X1), Compensation (X2) and Work Discipline (X3) on employee performance at PT. Mewah Indah

Jaya. -t test (Partial Test) which is to test whether there is an effect of the independent variable (X) partially on the dependent variable (Y).

### 2.3 Coefficient of Determination Analysis

The coefficient of determination (R2) means measuring how far the model's ability to explain variations in the dependent variable is. The small value of R2 means that the ability of the independent variable in explaining the dependent variable is very limited. The value of R2 which is close to 1 means the ability of the independent variable to provide all the information needed to predict the variation of the dependent variable simultaneously.

## IV. Results and Discussion

### 4.1 Results

#### a. Validity Test

Validity test is used to measure the validity or validity of a questionnaire. The instrument used in the form of a questionnaire that was tested on 70 respondents employees of PT. Mewah Indah Jaya. This validity test is carried out by comparing the values of rcount and rtable for each of the existing statement items. If the value of rcount > rtable, then the item of the instrument is said to be valid. The method used in testing the validity of using the product moment correlation approach with the provisions of the validity of the instrument if rcount > rtable at N = 70. So that the r table value is 0.274. Validity test results can be seen from the following table:

**Table 1.** Validity Test of Motivational Instruments (X1), Compensation (X2) and Work Discipline (X3) and Performance (Y)

No Question	r-count (X1)	r-count (X2)	r-count (X3)	r-count (Y)	r tabel
1	0,448	0,578	0,532	0,362	0,274
2	0,456	0,578	0,560	0,443	0,274
3	0,745	0,595	0,615	0,549	0,274
4	0,912	0,785	0,347	0,393	0,274
5	0,456	0,785	0,559	0,444	0,274
6	0,912	0,362	0,557	0,586	0,274
7	0,912	0,785	0,414	0,444	0,274
8	0,601	0,785	0,465	0,601	0,274
9	0,745	0,487	0,409	0,624	0,274
10	0,461	0,479	0,566	0,542	0,274
11	0,466	0,596	0,631	0,350	0,274
12	0,912	0,496	0,553	0,553	0,274
13	0,912	0,754	0,601	0,558	0,274
14	0,610	0,381	0,504	0,495	0,274
15	0,530	0,604	0,508	0,400	0,274

Based on attachment table 1, the validity test conducted on the motivation, compensation and work discipline variables can be seen that all components of the statements in these variables are valid. It can be seen in the table above that the variables have rcount > rtable. The above instrument is declared valid because it has met the requirements of rcount > rtable 0.274, so it can be concluded that the motivation, compensation, work discipline, and performance instruments can be used for research purposes.

#### b. Reliability Test

The results of the validity test of the variables of Motivation (X1), Compensation (X2), and Work Discipline (X3) on the performance (Y) of employees at PT. Mewah Indah Jaya can be seen as follows:

**Table 2.** Reliability Test of Motivational Instruments (X1), Compensation (X2) and Work Discipline (X3) and Performance (Y)

Variabel	Cronbach's Alpha	Description
Motivation	0,936	Reliable
Compensation	0,909	Reliable
Discipline Work	0,862	Reliable
Performance	0,856	Reliable

In table 2 the results of the reliability test for each variable using the Cronbach's Alpha technique, it can be seen that the Cronbach's Alpha value is  $> 0.6$ , for the motivation variable Cronbach's Alpha value is 0.936, while for the compensation variable it is 0.909, then work discipline is 0.862 and for performance of 0.856. So, the instruments of the four variables are declared reliable because they meet the requirements of Cronbach's Alpha value  $> 0.6$ .

### c. Classic Assumption Test

The classical assumption test used is as follows:

#### 1. Data Normality Test

The normality test is intended to determine whether the samples taken in the study are normally distributed or not. The normality test was carried out with the one sample Kolmogorov Smirnov Test and was said to be normal if the normally distributed residual value had a significance probability greater than 0.05.

**Table 3.** Data Normality Test

		Unstandardized Residual
N		70
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.50279137
Most Extreme Differences	Absolute	.079
	Positive	.060
	Negative	-.079
Test Statistic		.079
Asymp. Sig. (2-tailed)		<b>.200<sup>c,d</sup></b>

#### 2. Linearity Test

The linearity test was carried out by looking for the regression line equation for the Motivation variable (X1), Compensation (X2), and Work Discipline (X3) on the Performance variable (Y). Based on the regression line that has been made, then the significance of the regression line coefficient and its linearity is tested by using a test for linearity at a significance level of 0.05. The criteria in the linearity test are that two variables are said to have a linear relationship if the significance (linearity) is more of 0,05.

**Table 4.** Test of Linearity Test Results

		Sum of Squares	Df	Mean Square	F	Sig.
Unstandardized Residual * Unstandardized Predicted Value	(Combined)	189.04	58	2.59	0.55	0.913
	Linearity	0	1	0	0	<b>1.000</b>
	Deviation from Linearity	189.04	64	2.626	0.56	0.908
	Within Groups	37.667	4	4.708		
	Total	226.706	69			

Based on the results of the linearity test between the variables of motivation, compensation, work discipline and performance variables in Table 4. Above, it is known that the linearity significance value is 1,000. That is, the significance value is more than 0.05 so it can be concluded that there is a linear relationship between the two variables.

#### d. Multicollinearity Test

Multicollinearity test is needed to determine whether there are variables that have similarities between independent variables in a regression model. If there is a correlation, it is stated that the regression model has multicollinearity problems. The multicollinearity test was carried out by looking at the tolerance value and the Variance Inflation Factor (VIF) value. If the value of  $VIF < 10$  means that there is no multicollinearity, whereas if the value of  $VIF > 10$  means that there is multicollinearity.

**Table 5.** Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	11.793	7.231		1.631	0,108		
	TOTAL_X1	0.426	0.055	0.598	7.728	0.000	0.999	<b>1.001</b>
	TOTAL_X2	0.308	0.138	0.208	2.226	0,029	0.683	<b>1.464</b>
	TOTAL_X3	0.663	0.109	0.571	6.106	0,000	0.683	<b>1.464</b>

Based on the results of the multicollinearity test in table 5, it can be said that there is no multicollinearity, because the VIF value is  $< 10$ , motivation (X1) is 1.03, compensation (X2) is 1.464 and work discipline (X3) is 1.464. So it can be concluded that in this study there was no multicollinearity because the VIF value was  $< 10$ .

#### e. Heteroscedasticity Test

The heteroscedasticity test has a purpose as a tester of whether a regression model has an inequality of variance from the residuals from one observation to another observation, if it remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity. This study was to test the presence or absence of heteroscedasticity using the Glejser test. If the significant value is 0.05, then there is no heteroscedasticity.

**Table 6.** Heteroscedasticity Test Results

		Error				
1	(Constant)	1.196	2.421		0.495	0.64
	TOTAL_X1	0.005	0.045	0.009	0.061	0.98
	TOTAL_X2	0.233	0.055	0.069	0.595	0.59
	TOTAL_X3	0.107	0.051	0.105	0.9	0.39

Based on the results of the heteroscedasticity test in table 6 above, it can be said that the three independent variables, namely motivation (X1), compensation (X2), and work discipline (X3) have a significance value of more than 0.05 so that it can be concluded that there is no heteroscedasticity problem in the model regression in this study.

**f. Multiple Linear Regression Test Results**

To see the regression equation between motivation (X1), compensation (X2), and work discipline (X3) on performance (Y) can be seen in the following table:

**Table 7.** Results of the Unstandardized Linier

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.793	7.231		1.631	0.108
	TOTAL_X1	0.426	0.055	0.509	7.728	0.000
	TOTAL_X2	0.308	0.138	0.208	2.226	0.029
	TOTAL_X3	0.663	0.109	0.571	6.106	0.000

Based on Table 7, the linear regression equation obtained is  $Y = 11.793 + 0.426X1 + 0.308X2 + 0.663X3$  the meaning of the numbers in the above equation is as follows:

1. The value of the regression coefficient of the motivation variable is positive, namely 0.426. This can be interpreted that every increase in one motivation score, it will increase performance by 0.055.
2. The value of the regression coefficient of the compensation variable is positive, which is 0.308. This means that each increase in one unit of compensation will increase performance by 0.138.
3. The regression coefficient value of the work discipline variable is positive, namely 0.663. This can be interpreted that every one increase in work discipline score will increase performance by 0.109.

**g. Determination Test**

Based on the results in table 8, the determination or strength value is obtained the effect of motivation (X1), compensation (X2), work discipline (X3) on employee performance (Y) at PT. Mewah Indah Jaya 0.587 or 58.7%, while 41.3% (100% - 58.7%) influenced by other variables.

**Table 8.** Coefficient of Determination

<u>Model</u>	<u>R</u>	<u>R Square</u>	<u>Adjusted R Square</u>	<u>Std. Error of the Estimate</u>
1	0.778 <sup>a</sup>	0.605	0.587	4.604

**h. F Test**

Based on the results in table 9, it is obtained that the value of Fcount 33.751 is greater than Ftable 2.74 and a significance value of 0.00 at PT. Mewah Indah Jaya.

**Table 9.** Coefficient of Determination

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2146.216	3	715.405	33.751	.000 <sup>b</sup>
Residual	1398.984	66	21.197		
Total	3545.200	69			

**i. t Test**

Based on the results in table 7, the tcount value is 7.728 which is greater than ttable 1.996 and a significance value of  $0.00 < 0.05$ , it can be said that the motivation variable (X1) has an influence on employee performance at PT. Mewah Indah Jaya. For compensation value has a tcount of 2.226 which is greater than ttable of 1.996 and a significance value of  $0.029 < 0,05$  said that the compensation variable (X2) has an influence on performance. Employees at PT. Mewah Indah Jaya, while for work discipline has a tcount value of 6.106, greater than ttable 1.996 and a significance value of 0.00 influence on employee performance at PT. Mewah Indah Jaya.

**4.2 Discussion****a. The Effect of Motivation on Employee Performance**

The results showed that work motivation at PT. Mewah Indah Jaya, affect employee performance. This can be seen from the multiple linear regression analysis through the t-test which is positive with a t -value of 7.728 with sig. 0.00. Based on these results, it can be concluded that Hypothesis 1 (one) in this study was tested and can be accepted. The positive direction shows that every time there is an increase in work motivation carried out by PT. Mewah Indah Jaya, will increase the performance of PT. Mewah Indah Jaya simultaneously amounted to 0.426 units. In other words, when the motivation at PT. Mewah Indah Jaya which consists of various physiological, safety, social, appreciation and self-actualization, the performance of PT. Mewah Indah Jaya will also increase. The results of this study match or support Solaiman's research (2018), showing that motivation has a significant and significant effect on employee performance.

The results of this study are in accordance with the research objective to determine whether work motivation has a positive and significant effect on employee performance at PT. Mewah Indah Jaya has been implemented and at the same time has resolved/answered the problems identified in point 1, namely employees are less enthusiastic in carrying out their work .

### **b. The Effect of Compensation on Employee Performance**

The results showed that compensation at PT. Mewah Indah Jaya, affect employee performance. This can be seen from the multiple linear regression analysis through the t-test which is positive with a t-value of 2.226 with sig. 0.029. Based on these results, it can be concluded that Hypothesis 2 (two) in this study was tested and can be accepted. The positive direction indicates that every time there is an increase in compensation made by PT. Mewah Indah Jaya will lead to increased employee performance of PT. Mewah Indah Jaya simultaneously by 0.308 units. In other words, compensation at PT. Mewah Indah Jaya which consists of insurance, salary, incentives, bonuses and allowances, the performance of employees of PT. Mewah Indah Jaya will also increase. The results of this study match or support Singal's (2019) research, showing that compensation has a positive and significant effect on performance.

The results of this study are in accordance with the research objective to determine whether compensation positive and significant effect on the performance of PT. Mewah Indah Jaya has been implemented and at the same time has resolved/answered the problems identified in point 2, namely the compensation provided by the company is not in accordance with the contributions that employees have given to the company.

### **c. The Effect of Work Discipline on Employee Performance**

The results showed that work discipline at PT. Mewah Indah Jaya, affect employee performance. This can be seen from the multiple linear regression analysis through the t-test which is marked positive with a tcount of 6.106 with sig. 0.029. Based on these results, it can be concluded that Hypothesis 3 (three) in this study was tested and accepted. The positive direction shows that there is an influence between work discipline and performance at PT. Mewah Indah Jaya, this can be seen from the performance of the employees of PT. Mewah Indah Jaya simultaneously amounted to 0.663 units. In other words, when work discipline at PT. Mewah Indah Jaya which consists of frequency of attendance, level of vigilance, adherence to work standards, compliance with work regulations and work ethics, the performance of employees of PT. Mewah Indah Jaya is increasing.

The results of this study are in accordance with the research objectives to determine whether work discipline has a positive and significant effect on performance at PT. Mewah Indah Jaya has been implemented and at the same time has resolved/answered the problems identified in point 3, namely employees often procrastinate their work has been answered.

### **d. The Influence of Motivation, Compensation and Work Discipline on Employee Performance**

The results showed that motivation, compensation and work discipline at PT. Mewah Indah Jaya, affect employee performance. This can be seen from the multiple linear regression analysis through the F test which is positive with an Fcount of 33,751 with sig. 0.000. Based on these results, it can be concluded that 4 (four) hypotheses in this study were tested and accepted. The positive direction shows that there is an increase in work motivation, compensation and work discipline carried out by PT. Mewah Indah Jaya, will increase the performance of PT. Mewah Indah Jaya at the same time. In other words, when work motivation consists of various physiological, security, social, esteem and self-actualization. Compensation which consists of insurance, salary, incentives, bonuses and allowances increases, the performance of employees of PT. Mewah Indah Jaya will increase.

The results of this study are in accordance with the research objectives to determine whether work motivation, compensation and work discipline have a positive and significant effect on employee performance positive and significant effect on the performance of PT. Mewah Indah Jaya has been implemented and at the same time has resolved/answered the problems identified in point 2, namely the compensation provided by the company is not in accordance with the contributions that employees have given to the company. at PT. Mewah Indah Jaya has been answered and at the same time has resolved/answered the problems identified in points 1 – 4, namely employees are less enthusiastic in carrying out their work, the compensation provided by the company is not in accordance with the contributions that employees make to the company, employees often delay postponing their work , employees have not been able to show a sense of responsibility in carrying out work that has become an employee's obligation has been answered. The result of determination (R<sup>2</sup>) from the Adjusted R Square figure of 0.587 which can be called the coefficient of determination which in this case means 58.7% of employee performance can be obtained and explained by work motivation, compensation and work discipline. While the remaining 100% - 58.7% = 41.3% is explained by other factors.

## V. Conclusion

From the results of data analysis and discussion above, several conclusions can be drawn, including: motivation has a positive and significant effect on employee performance at PT. Mewah Indah Jaya. Giving motivation to employees will improve performance the work of the employees at PT. Mewah Indah Jaya. Compensation also has a positive and significant effect on employee performance at PT. Mewah Indah Jaya, Providing appropriate and increasing compensation will improve the performance of employees in the organization. Work discipline has a positive and significant effect on employee performance at PT. Mewah Indah Jaya, he existence of discipline in work will affect the performance of the organization.

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