The Role of Compensation Moderates Individual Factors towards Employee Performance at XXX Palembang Company

Eni Cahyani[1], Avissa[2], Efrina Masdaini[3], Emelda Emelda[4], Sani Abdullahi Sule[5]

[2]**Correspondence Author: eni_cahyani@um-palembang.ac.id*
[1,3] Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Palembang, Indonesia
[2,4] Sekolah Tinggi Ekonomi Rahmaniyah Sekayu, Indonesia
[5] Saadatu Rimi College of Education Kano state Nigeria, Nigeria

I N F O	A B S T R A C T
	This study aims to determine the effect of work discipline, appreciation, motivation and responsibility on performance. The number of respondents to the research was 66 people, the sampling technique was by applying saturation sampling. The data used is primary data, namely by questionnaire and secondary data. Exogenous variables consist of work discipline, motivation, protection as well as moderating variables while endogenous variables are employee performance. The scale of measurement of indicator variables uses a Likert scale. Data processing is done by calculating using SmartPLS 3.0 software. Data analysis in this study uses the Partial Least Square (PLS) approach. PLS is a structural equation equation model (SEM). Empirical results state that this model is feasible to study, then the results of hypothesis testing reveal that work discipline has a positive effect on performance. Motivation has no effect on performance, it is also revealed that the setting does not moderate work discipline and motivation on performance.

INTRODUCTION

Individual factors are abilities and skills in doing work. A person's competence is influenced by several factors that can be grouped into several namely work ability and skills, motivation and work ethic. To achieve a company goal, it is important to have employees who are disciplined in carrying out their duties and comply with various forms of company rules in the hope of improving employee performance. A low level of work discipline when working will reduce the company's performance (Br Ginting, 2018) and (Cahyani, 2020), (Hendriyanti and Cahyani, 2016) that work discipline is something that must be had in the company to increase performance capacity.

Another performance-enhancing factor is the motivational factor (Wibowo, 2016). Motivation is an internal and external impulse that directs a person to do his job well in his work. The existence of this motivation encourages employees to be active and creative in completing work. Motivation also raises the enthusiasm of employees to do tasks to create conducive working conditions. This statement is supported by (Kilvin & Siagian, 2020), (Ardianti et al., 2018), ((Siagian & Falentino, 2019), (Saluy et al., 2018) and (Cahyani , 2018) states that motivation can encourage employees to affect company performance .

Performance improvement can be built with awareness for discipline and company management support such as by providing compensation in accordance with the capacity

of achieving employee performance. Providing appropriate and appropriate compensation will stimulate motivation from employees so that it is expected to improve company performance.

In addition to some of the above factors, the company needs to compensate consistently in accordance with employee performance. The provision of compensation to employees in accordance with employee performance encourages employees to improve their competence. According to (Cahyani, 2020), (Siagian & Falentino, 2019), (Shofwani & Hariyadi, 2019) and (Asmayana, 2018) compensation has a role in increasing the achievement capacity of its employees and the performance of the company. Employee performance will improve if workers are satisfied with the compensation distributed.

In this study, Company XXX is a company engaged in medical devices deliberately not naming researchers for ethical reasons and the subject of identifying is kept secret to minimize things that can disturb the peace of participants. In Company XXX, there are several phenomena, namely employees are often late and absent from work and some employees are also encountering other activities during working hours. The company does not seem to pay attention to compensation for the work performance of employees. Although compensation was given, it was felt that it was not in accordance with the workload. Researchers assault whether the employee's lack of discipline and motivation is causing it. In terms of improving employee performance, companies are required to distribute craft benefits to employees in order to assist employees in increasing employee morale and can make employees more productive while working. Some employees complain about the company's attitude of providing craft benefits to employees equally. In addition, the work is not completed on the specified time.

Based on the description of the existing problems, the researcher intends to conduct a study entitled "The Influence of Work Discipline, Compensation, Motivation and Responsibility on Employee Performance at XXX companies in Palembang City". Based on the problems listed, the goal that needs to be known is to know the influence of work discipline, compensation, motivation and responsibility on XXX companies in Palembang City.

LITERATURE REVIEW
Employee Performance

According to (Wibowo, 2016) performance is the implementation of the plan that has been prepared. The implementation of performance is carried out by human resources who have the ability, competence, motivation, and interest. According to Prawirosentono and Sinambela (2016) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Based on the above definition sentence, it is concluded that performance is the level of achievement or result of a person's work from the goals that must be achieved or tasks that must be carried out in accordance with their respective responsibilities in a certain period.

According to (Simanjuntak, 2005) there are three factors that affect employee performance. The first is the Individual factor, the individual factor is the ability and skill to do work. A person's competence is influenced by several factors that can be grouped into two groups, namely ability and work skills, motivation and work ethic. The second factor is management support, company performance and everyone's performance also depend heavily on the managerial abilities of management or leaders, either by building a safe and harmonious work system and industrial relations, or by developing worker competencies. Third is the Organizational Support Factor In carrying out his duties, the employee needs

the support of the company in which he works. Such support is in the form of organizing, providing work facilities and infrastructure, comfort of the work environment, as well as working conditions and conditions. Organizing is intended to provide clarity for everyone about the goals to be achieved and what should be done to achieve those goals. Everyone needs to have and understand a clear job description and duties. Likewise, by fostering the motivation of all employees to work optimally

Work Discipline on Employee Performance

According to (Armansyah et al., 2020) work discipline as employee behavior in obeying existing company rules, as well as allowing employees to voluntarily adapt to company rules and regulations for the achievement of company goals. (Shinta & Siagian, 2020) defines as a tool used by all superiors as the expectation of communicating with their employees in such a way that they are willing to change attitudes to increase responsibility and willingness to comply with existing basic rules and standards. Furthermore, Sutanjar & Saryono, (2019) also stated that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to comply with all company regulations and applicable norms. Good discipline reflects the magnitude of a person's responsibility to the duties assigned to him. This encourages passion, morale, and the realization of the company's goals. To realize the goals of the company, it must be built and enforced employee discipline. So, discipline is the key to the success of a company in achieving organizational goals (Marayasa & Faradila, 2019).

The results of the study (Br Ginting, 2018), (Siagian, 2018) and (Hendriyanti and Cahyani, 2016), (Armansyah et al., 2020), Ekhsan (2019) and (Afandi & Bahri , 2020) found that work discipline had a significant effect on performance. Based on the above literature and conceptual model, it can be hypothesized as follows:

H1: Work discipline has a positive effect on employee performance at Company XXX in Palembang.

Motivation for Employee Performance

Motivation is defined as the force of encouragement that is able to provide enthusiasm to work well in achieving company goals. Motivation is also a series of behaviors and judgments by making a person achieve something special according to his thinking (Ardianti et al., 2018). That judgment and behavior can drive the power to act in the achievement of goals. According to (Siagian, 2018) motivation is defined as a thrustor provider that aims to generate enthusiasm at work, with the hope that they can be invited to cooperate, complete tasks earnestly, and be aligned in all their efforts to achieve satisfaction at work.

This is supported by the research of Pranoto (2019), (Kilvin & Siagian, 2020), (Saluy et al., 2018) and (Cahyani, 2018) states that motivation can encourage employees to affect company performance. Based on the above literature and conceptual model, it can be hypothesized as follows: Siagian

H2 : Motivation has a positive effect on employee performance at XXX Company in Palembang.

Compensation for Employee Performance

According to Siagian (2018) compensation is in return for services obtained by employees, as a result of contributing and thinking about advancing and developing the organization in order to achieve the goals set. Ardianti, Qomariah, and Wibowo (2018) Compensation is a form of achievement of achievements provided by the company in the

form of money and products and services, so that employees will feel upheld in the workplace. This condition will encourage workers to provide returns in the form of compliance with the rules of work and accountability for the achievements of the company. According to (Cahyani, 2020), (Siagian & Falentino, 2019), (Shofwani & Hariyadi, 2019) and (Asmayana, 2018) compensation has a role in increasing the achievement capacity of its employees and (Armansyah et al., 2020) the company's performance. Based on the above literature and conceptual model, it can be hypothesized as follows:

H3 : Compensation affects employee performance at XXX Company in Palembang.

The role of compensation moderates Work Discipline, Motivates towards Employee performance

As previously explained, this compensation is in return for the services obtained by employees for the services they provide. The service was the completion of the tasks assigned to him by the company. With the repayment of services provided by the company, of course, employees will follow the rules and be motivated to complete their tasks. Based on research (Sudarsana, 2020) that the results of testing the Compensation hypothesis are able to moderate (strengthen) performance motivation. Based on the above literature and conceptual model, it can be hypothesized as follows:

H4: compensation moderates work discipline towards employee performance at Company XXX in Palembang.

H5: Compensation moderates' motivation towards employee performance at XXX Company in Palembang

Conceptual Model

Based on the theories that have been described, the researcher makes a conceptual model regarding this research as Figure 1 below
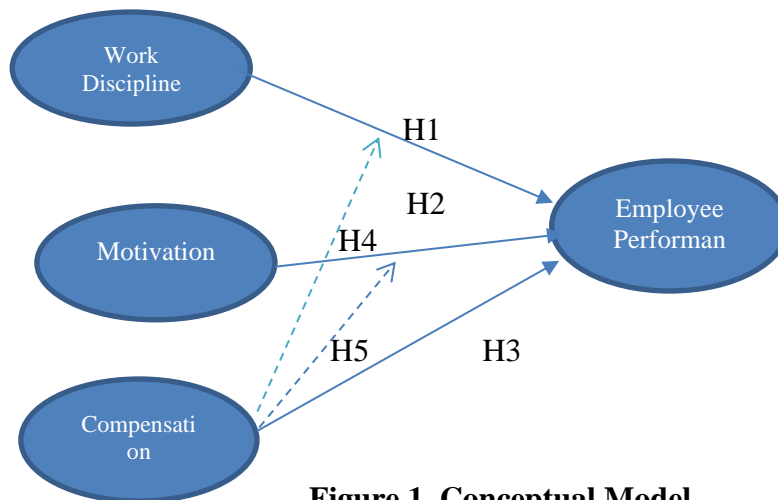

Figure 1. Conceptual Model

RESEARCH METHODS

This type of research is Associative, research that intends to find out the relationship between variables. The respondents of this study were 70 employees of XXX company. Data collection took place once with a sample of 66 employees by applying saturation sampling. There were 4 employees who did not return the questionnaire due to the return of the questionnaire of permits and outside duties. Primary data collection from the results of filling out questionnaires and secondary data was obtained from documentation and literature studies needed in this study. In analyzing data using quantitative analysis methods, it is carried out using statistical testing of the questionnaire results, then the test

results are explained using sentences. The measurement scale uses the Likert scale, the variables measure the attitudes, opinions and perceptions of a person or group of people about social phenomena i.e. with the weight of Strongly agree the SS code is worth 5, Agree the S code is worth 4, Neutral the N code is worth 3, the Disagree TS code is worth 2 and the Strongly Disagree the STS code is worth 1.

Data processing is carried out with calculations using SmartPLS 3.0 software, researchers choose to use this software so that calculation results can be obtained more quickly and easily. The method of presenting data in this study will be presented in the form of tables and figures. By using tables and figures, it is hoped that it can make it easier to analyze and understand data, so that the data presented is more systematic.

Descriptive analysis is carried out by collecting, processing, presenting and interpreting data so that a clear picture of the problem at hand is obtained. Data analysis in this study used the *Partial Least Square* (PLS) approach. PLS is *a* component or variant-based structural equation modeling (SEM). *Partial Least Square* (PLS) is a causal (causal) model that explains the influence between variables on construct variables (Wijaya, 2019). PLS Data Quantity Requirement, if a covariance-based SEM requires a large sample size that can include hundreds or even thousands of observations then, a PLS SEM is sufficient to use a small sample size. Research conducted by (Chin W, 1998) proved that using only 20 data they can use SEM PLS correctly.

SEM PLS analysis consists of two sub-models, namely the measurement model or often called *the outer* model. Validitytest with *a construct score* loading *factor* value of more than 0.70. Alpha coefficient or *cronbachs* alpha and *composite reliability*, are said to be reliable if they have an alpha coefficient value greater than 0.6 (Malhotra, 1996). Furthermore, the structural model or often called the inner model. The measurement model shows how *manifest* variables or *observed* variables represent latent variables to be measured. While the structural model shows the strength of estimation between latent variables and constructs (Ghozali & Latan, 2015). Estimasi path coefficient which is the estimated value for the path relationship in the structural model obtained by *bootstrapping* procedure with a value considered significant if the statistical t value is greater than 1.96 (significance level 5%) for each of its path relationships.

RESULT AND DISCUSSION

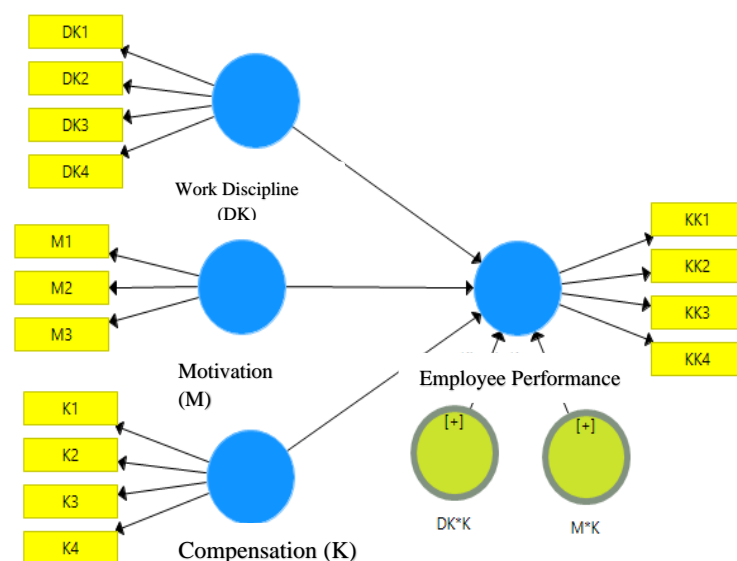After processing the data, a conceptual model is obtained described as figure 2.

Figure 2. Research Models PLS-SEM with SmartPLS

Then *testing was* carried out according to Hair, *et al.* (2014) that *the outer loading* indicator should be above 0.70 but, in most cases, 0.70 is considered close enough to be acceptable. The following are presented SmartPLS results for *outer loading* values in the form of Table 2.

Table 2. *Outer Loading* Results

Question indicator	DK*K	Work Discipline (DK)	Employee Performance (KK)	Compensation (K)	M*K	Motivation (M)
DK1		0,739				
DK2		0,870				
DK3		0,796				
DK4		0,807				
Work Discipline (DK) * Compensation (K)	1,047					
K1				0,911		
K2				0,884		
K3				0,912		
K4				0,910		
KK1			0,894			
KK2			0,925			
KK3			0,779			
KK4			0,849			
M1						0,733
M2						0,757
M3						0,841
Motivasi (M) * Kompensasi (K)					1,210	

Source: primary data processed Smart PLS 3, 2022

Table 2 shows that the *outer loading* result > 0.70, meaning that all latent indicators are maintained in the subsequent analysis process. Furthermore, a convergent validity assessment will be carried out based on the AVE value as an evaluation criterion. For an AVE value > 0.50 or higher indicates that the average construct explains more than half of the variance of its indicator. In the context of PLS-SEM, *Composite* reliability is a more appropriate measure of reliability, compared to *Cronbach's alpha*. The *accepted composite reliability* value is > 0.7, or in other words Dillon-Goldstein's rho value > 0.7.

Table 3 Validity and Reliability Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DK*K	1,000	1,000	1,000	1,000
Work Discipline (DK)	0,819	0,840	0,880	0,647
Employee Performance (KK)	0,886	0,907	0,921	0,745
Compensation (K)	0,926	0,937	0,947	0,818
M*K	1,000	1,000	1,000	1,000
Motivation (M)	0,691	0,744	0,821	0,606

Source: processed by Smart PLS researchers 3, 2022

Furthermore, to test the validity of the discriminant is fulfilled when the AVE of the average variance extracted is higher than the correlation involving the latent variable (Kock and Lynn, 2012). It is illustrated in Table 3 of the following Fornell-Larcker Crition.

Table 4. Results of discriminant validity

	DK*K	Work Discipline (DK)	Employee Performance (KK)	Compensation (K)	M*K	Motivasi (M)
DK*K	1,000					
Work Discipline (DK)	0,119	0,804				
Employee Performance (KK)	-0,090	0,526	0,863			
Compensation (K)	-0,230	0,545	0,678	0,904		
M*K	0,816	-0,129	-0,114	-0,366	1,000	
Motivation (M)	-0,149	0,754	0,568	0,759	-0,339	0,778

Source: processed researcher Smart PLS 3, 2022

To find out this research model is already considered suitable and feasible can be seen in table 4 below.

Table 5. Fit Summary Results

	Saturated Model	Estimated Model
SRMR	0,089	0,091
d_ULS	0,949	0,983
d_G	0,538	0,541
Chi-Square	190,332	193,175
NFI	0,752	0,748

Source: processed by Smart PLS researchers 3, 2022

Based on table 5, it illustrates that its SRMR value < 0.10 or 0.08 which is 0.89 and its NFI value is close to 1 which is 0.752. Furthermore, to find out the value of the r-square which states how much the free variable is able to explain the *variance* of the non-free variable is described in Table 6.

Table 6 Large influence of each variable

	R Square	R Square Adjusted
Employee Performance (KK)	0,538	0,499

Source: processed by Smart PLS researchers 3, 2022

It can be seen in the exogenous variables, namely work discipline, motivation and compensation affecting endogenous variables, namely employee performance of 0.538 or the remaining 53.8% is influenced by other factors that are not in this study. The following is a picture of *the inner* model after *calculating* it.
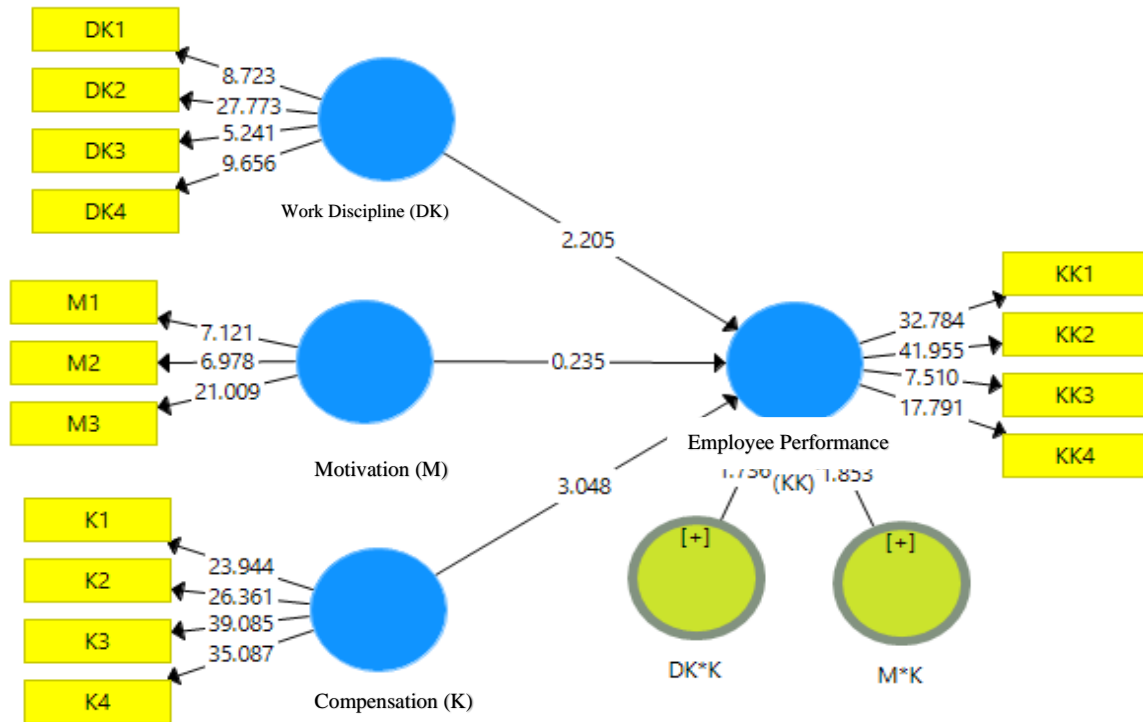
Work Discipline (DK)

Figure 2 *Inner* **model** image

To see the results of assumptions, a hypothesis test is carried out.

Table 7 Results of Hypothesis Test of direct and indirect influences

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Infor-mation
DK*K -> Employee Performance (KK)	-0,296	-0,252	0,171	1,736	0,083	Ditolak
Work Discipline (DK) -> Kinerja Employee (KK)	0,319	0,327	0,145	2,205	0,028	Diterima
Compensation (K) -> Employee Performance (KK)	0,617	0,623	0,202	3,048	0,002	Diterima
M*K -> Employee Performance (KK)	0,320	0,273	0,173	1,853	0,064	Ditolak
Motivation (M) -> Employee Performance (KK)	-0,056	-0,072	0,237	0,235	0,814	Ditolak

Source: processed by Smart PLS researchers 3, 2022

It can be seen in this table 7 that out of the 5 hypotheses tested there are 2 hypotheses

accepted and 3 hypotheses rejected, these results will be discussed in the next chapter.

DISCUSSION

Based on empirical findings, it can be seen that testing regarding *the outer* model and *inner* model has been fulfilled and the model is feasible to be used in this study. The researcher will outline the results of the hypothesis test that has been carried out through *bootstraping*.

The first hypothesis of work discipline has a positive effect on employee performance at Company XXX in Palembang, known to be accepted. It is known that the value of the path coefficient (*original sample*) of work discipline on employee performance is 0.319 and shows a positive direction, which means that work discipline has a positive effect on employee performance. Furthermore, i P-Values = 0.028 < 0.05, and the statistical t-test value of 2.205 > 1.96 then has a significant effect. The results of this research are supported by previous research, namely (Br Ginting, 2018) and (Hendriyanti and Cahyani, 2016), (Ekhsan, 2019) and (Afandi & Bahri, 2020) found that work discipline has a significant effect on performance.

Furthermore, for the second hypothesis, motivation has a positive effect on employee performance at Company XXX in Palembang. This can be seen through the *P-Values* value *of* 0.814 > 0.05, for the path coefficient value shows a negative direction (-0.056) which means that if motivation decreases a number of these values, it will affect performance. This study breaks several studies that the authors have made literature in previous studies. However, this research is supported by research (Abdullah, 2018) and (Wijaya, 2018) which states that partial motivation has a significant negative effect on employee performance. This result is likely because everyone's motivation is different in Company XXX employees according to the researcher's observations there is not only an internal impulse but they work feelings that are often capricious.

The third hypothesis, namely compensation affecting employee performance at Company XXX in Palembang, was accepted. The result of the original *sample* value of compensation to employee performance is 0.617 indicating a positive direction, which means that compensation has a positive effect on employee performance. Furthermore, i value *P-Values* = 0.002 < 0.05, then it has a significant effect. According to (Cahyani, 2020), (Siahian, 2019), (Shofwani & Hariyadi, 2019) and (Asmayana, 2018) compensation has a role in increasing the achievement capacity of its employees and the performance of the company.

For the fourth hypothesis that compensation moderates work discipline towards employee performance at Company XXX in Palembang, it is rejected. This can be seen from the results of the hypothesis test that the P value > 0.05 is 0.083 as well as the static T test value < from 1.96. The *original samples* value shows the opposite direction of -0.296. This means that the compensation variable does not succeed in strengthening, but weakens the work discipline variable. These results are supported by research (Zainuri & Mundakir, 2018) which reveals that the size of the compensation received has no effect on performance. The results of his research proved that compensation directly has no significant effect on performance. Asumsi researcher concluded based on the observation that the compensation variable is one of the factors that can move the motive in the employee to perform his duties and responsibilities if the amount of compensation is not appropriate, the employee's deviant attitude has an impact on reducing employee performance.

The last hypothesis of compensation moderating motivation towards employee performance at Company XXX in Palembang, was rejected. This can be seen from the results of the hypothesis test that the P value > 0.05, which is 0.064 as well as the static T

test value < from 1.96, which is 1.853. The original *samples* value indicates the opposite direction of 0.320. This means that compensation does not significantly moderate motivation towards performance. This result is supported by research (Hermingsih & Purwanti, 2020) in its research compensation has a significant negative effect on job satisfaction. In testing the role of moderation of work motivation on the effect of workload on job satisfaction did not have a significant effect. Testing the role of moderation of work motivation shows that work motivation moderates the effect of compensation on job satisfaction negatively and significantly, where work motivation weakens the effect of compensation on job satisfaction.

CONCLUSION

Based on the empirical results and discussion, it can be concluded that the hypothesis of this study has 2 accepted hypotheses, namely H1 and H3. While the 3 hypotheses, namely H2, H4 and H5, were rejected because the P Value value, the static T Test did not meet the required signification value of 0.05. Furthermore, it is hoped that this research can contribute both scientifically to add references to individual factor variables such as work discipline and motivation as well as compensation variables which on this occasion become exogenous variables as well as moderation. The practical contribution is expected that the company can make the results of this research as study material in improving company performance.

The limitation of this study is that the data collection time is very short, namely 1 (one) day, this allows for biased answers from respondents. In addition, the questionnaire filler is carried out in between employees carrying out their activities. In the future, it is hoped that other studies will have other assumptions that answer our hypothesis, especially rejected.

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