

THE INFLUENCE OF LEADERSHIP STYLE, COMPENSATION POLICY, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. JAPFA COMFEED INDONESIA, TBK HATCHERY WONOREJO

Evi Saskia Putri, Ikhsan Maksum

Manajemen Study Program, Faculty of Economics, Maulana Malik Ibrahim State Islamic University Malang, Indonesia.

evisaskiaputri@gmail.com , Ikhsanmaksum@uin-malang.ac.id

ABSTRACT

This study examines the influence of leadership style, compensation policy, and work discipline on employee performance at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo. The main problems identified are low employee discipline which is reflected in the high attendance rate, frequent employees taking leave, and the negative impact of work discipline on the achievement of production targets and the company's operational efficiency. This study uses a quantitative approach with survey methods and statistical analysis to test the relationship between variables. The research subjects include all employees of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo, as many as 160 employees. Data was collected through questionnaires and observations, then analyzed using measurement model evaluation and hypothesis testing. The results of the study show that leadership style, compensation policies, and work discipline significantly affect employee performance. The research emphasizes the importance of applying an inspiring leadership style, fair and transparent compensation policies, and reinforcing work discipline to enhance employee motivation and productivity, thereby supporting the optimal achievement of organizational goals.

Keywords : Leadership Style, Compensation Policy, Work Discipline, Employee Performance.

INTRODUCTION

Human Resources is one of the resources that has an important role in the success of an organization's achievements. The success of an organization is highly dependent on the competence and performance of human resources, which are important assets in achieving organizational goals by carrying out their duties and responsibilities. The ability of individuals to contribute effectively and efficiently is a key determining factor in achieving the desired results. An organization can be seen in human resources who are able to carry out their duties (Samsuni, 2017).

Employee performance is one of the key factors that determine the success of an organization. With increasing global competition, it is important for companies to understand the variables that can affect employee performance, including leadership style, compensation policies, and work discipline. These three factors play an important role in shaping employee motivation and productivity in the work environment. In the context of an increasingly competitive business,

companies are required to not only achieve production targets, but also to create a work environment that supports improved employee performance (Asari, 2022).

Among the various factors that can affect employee performance, leadership style is one of the most significant aspects. Effective leaders have the ability to motivate and inspire employees in achieving organizational goals.

The leadership style applied in an organization can create a supportive work climate or, conversely, create barriers for employees. Research shows that transformational leadership styles, which emphasize collaboration and participation, can improve employee satisfaction and performance. However, an authoritarian leadership style can lead to decreased morale and motivation (Mukhtar & UA, 2020).

Effective leader must be able to adapt his or her leadership style to create a work environment that encourages employees to reach their best potential. In addition to being an effective leader, compensation policies also affect employee performance. The company must also pay

attention to the rights and obligations towards the provision of compensation (Yohanson et al., 2021).

In addition to leadership style, compensation policies also have a great influence on employee performance. Fair and competitive compensation is one of the key factors in creating job satisfaction. Employees who feel rewarded through rewards that match their contributions tend to have higher motivation to perform well. On the other hand, compensation policies that are not transparent or perceived as unfair can lead to dissatisfaction and potentially reduce performance. Therefore, it is important for companies to evaluate and adjust compensation policies to align with employees' expectations and needs (Khairunnisa, 2021).

A fair and competitive compensation policy has a great influence on employee performance, because compensation is a form of recognition for the contributions made by employees. When employees feel that the rewards they receive are commensurate with their efforts and work results, this can increase job satisfaction and motivation to perform better. Conversely, compensation policies that are not transparent or perceived to be unfair can lead to dissatisfaction, which negatively impacts employee performance. As such, companies need to design compensation policies that are not only competitive, but also pay attention to the needs and expectations of employees to create a productive work environment (Arifudin, 2019).

Work discipline is also an important factor that must be considered in the context of employee performance. Work discipline includes the ability of employees to comply with the rules and procedures set by the company. Employees who have high work discipline tend to perform better, as they are able to manage time and resources more effectively. Research shows that a high level of work discipline is directly related to productivity and the quality of the output produced. Therefore, companies need to

create a good culture of discipline to improve employee performance (Ariesni & Asnur, 2021).

Work discipline plays an important role in determining employee performance, where employees who have high discipline tend to show better productivity and quality work results. Work discipline includes the ability to comply with the rules and procedures set by the company, as well as manage time and resources effectively. When employees are disciplined, they can complete tasks on time and meet expected standards, thus contributing to the achievement of organizational goals. Therefore, companies need to create a positive culture of discipline, where employees feel motivated to work in accordance with existing norms and values, as well as gain recognition for the discipline shown (Vallennia et al., 2020).

One study that can be used as a reference is a study by Naja (2020), which shows that although a high compensation policy can attract the attention of qualified employees, inequity in the distribution of rewards can cause dissatisfaction among employees. The study revealed that when employees feel their peers are better compensated despite similar contributions, this can lead to envy and damage overall team morale.

Based on the results of observations, it was found that at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo still has sick employees, permits, and often high leave every month. These findings are based on attendance data collected by researchers. According to the results of interviews with HRD and Attendance Data of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo that the researchers managed to obtain, are as follows:

Based on the results of an interview with HRD PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo states that:

Data Absensi**Pegawai PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo****Periode 2022**

No	Bulan	Jumlah Karyawan	Surat Dokter	Izin	Cuti	Total
1.	Januari	179	49	34	72	155
2.	Februari	179	103	55	74	232
3.	Maret	179	51	39	76	166
4.	April	175	51	28	92	171
5.	Mei	178	43	30	166	239
6.	Juni	178	25	31	39	95
7.	Juli	175	37	27	166	180
8.	Agustus	172	60	19	58	137
9.	September	173	92	27	39	157
10.	Oktober	173	69	37	65	171
11.	November	172	23	16	64	103
12.	Desember	171	41	19	110	170

Sumber : Data Absensi, Data Konkrit, 2022

Figure 1. Attendance data 2022**Data Absensi****PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo****Periode 2023**

No.	Bulan	Jumlah Karyawan	Surat Dokter	Izin	Cuti	Total
1.	Januari	171	23	23	53	99
2.	Februari	172	45	19	58	122
3.	Maret	171	36	26	61	123
4.	April	171	42	25	220	287
5.	Mei	171	33	19	54	100
6.	Juni	171	31	14	56	101
7.	Juli	170	30	31	75	136
8.	Agustus	170	33	23	67	123
9.	September	170	19	27	60	106
10.	Oktober	170	26	31	94	151
11.	November	171	27	21	74	122
12.	Desember	171	33	28	121	182

Sumber : Data Absensi, Data Konkrit, 2023

Figure 2. Attendance Data 2023

Based on figures 1 and 2, the problems identified are the low discipline of employees, which can be seen from the level of attendance and the high number of employees who often take leave every month. PT. Japfa Comfeed Indonesia according to existing data has around 170 employees. Employee discipline is an important aspect in maintaining the company's productivity and operational efficiency. Indiscipline can result in disruptions in the work process, lower team morale, and potentially affect the company's overall performance. Therefore, it is important for PT Japfa Comfeed to conduct a deeper analysis of the level of attendance and punctuality.

From the results of the interview with HRD PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo, said that work discipline has a negative impact on employee performance. Some of the impacts include production targets that are

not optimally achieved, unstable time efficiency, and a decrease in the percentage of delivery targets. If the production target is not met, this will continue with a decrease in the delivery target that should be achievable. Therefore, it is important to always pay attention to work discipline in the context of employee performance, as the impact can be detrimental to both the company and the employees themselves. Properly implemented work discipline can increase productivity and efficiency, but if not managed properly, it can lead to stress, decreased motivation, and even decreased quality of work. It is important for management to create an environment that supports healthy work discipline, where employees feel valued and motivated. Thus, the company can achieve optimal production targets without sacrificing employee well-being. A balance between discipline and support will create a positive work culture, which will ultimately benefit all parties involved.

The level of attendance and punctuality are very important aspects to pay attention to, as they are both directly related to discipline and have an impact on performance (Ariesni & Asnur, 2021). Therefore, the researcher plans to carry out this study to understand how much influence leadership style, compensation policy, and work discipline have on employee performance at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

In the development of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo, these three variables, leadership style, compensation policy, and work discipline play an important role in determining employee performance. As a company engaged in livestock and animal feed, employees at PT. Japfa Comfeed Indonesia is expected to be able to adapt to high job demands and a dynamic environment. A good leader in this company must be able to lead effectively, provide fair compensation, and encourage high work discipline so that employees can

perform at their best (Bahrudin & Iryanti, 2023).

Although PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo has implemented various policies to improve employee performance, there are still challenges that need to be overcome. Some of the problems faced include ineffective communication between management and employees, dissatisfaction with compensation policies, and low levels of work discipline in some areas. These problems are important focuses that need to be further researched to find solutions (Bahri, 2016).

A participatory leadership style can improve motivation and performance, while a fair compensation policy contributes to increased job satisfaction (Jaya et al., 2020). However, there is still little research that comprehensively examines how these three variables interact with each other in the context of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

Several previous studies have revealed that the results regarding work discipline on employee performance are still contradictory, this is evidenced by research by Vallennia et al (2020) revealing that work discipline has no effect on employee performance. Meanwhile, Ekhsan (2019) revealed that work discipline affects employee performance. So that the existence of research that is still inconsistent allows this research to re-examine work discipline on employee performance.

Previous research has often examined the variables of leadership style, compensation, and work discipline separately without considering the interaction of the three in the same context. In addition, the results of research on the influence of work discipline on performance still show contradictory results; Some studies have shown significant effect. Therefore, this study fills the gap by simultaneously examining the three variables at PT. Japfa Comfeed

Indonesia, Tbk Hatchery Wonorejo, so that it can provide a more comprehensive and contextual picture.

In an era of increasingly fierce business competition, companies are required to continuously improve productivity and the quality of employee performance. PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo as a company engaged in the livestock sector faces challenges in maintaining discipline, providing fair compensation, and implementing an effective leadership style. This research is important to provide practical recommendations for management in optimizing these three aspects to improve employee performance, which will ultimately contribute to the company's success.

Therefore, there is a need for a more in-depth study of the relationship between leadership style, compensation policies, and work discipline to employee performance. In many cases, existing research often separates these three variables and does not consider the interactions between them in the same context. Therefore, it is important to examine these three factors simultaneously and analyze their impact on employee performance in a specific company (Isvandari & Al Idris, 2018).

Based on the above background, the purpose of this study is to analyze the influence of leadership style, compensation policy, and work discipline on employee performance at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo. By focusing on this company, this study is expected to provide deeper insights into the factors that affect employee performance and recommendations for management to improve performance in the future. The results of this study are expected to contribute to the development of human resource management science and better managerial practices in the livestock and animal feed sectors.

LITERATURE REVIEW

Leadership Style

According to Fitriana & Hidayah (2021) which explains Leadership is an attitude and behavior designed to integrate organizational goals with individual goals, so that subordinates can work together and be productive to achieve organizational goals. Meanwhile, according to Kamal et al (2019) Leadership style is a behavioral approach used by a leader to influence and motivate team members in doing work to achieve organizational goals. When the leadership behavior displayed by a leader is considered good and pleasant by employees, it will have a positive effect on employee performance. This is because employees will feel motivated and inspired to work harder and be more productive. According to Jaya et al (2020), leadership style can be interpreted as a method used by a leader in interacting and behaving consistently towards subordinates who are part of the group. A leader needs to consider the most appropriate leadership style, which is one that can maximize performance and easily adapt to various circumstances and conditions in the organization. Leadership is not just an influencing process, but it also includes the ability to set organizational goals, motivate the behavior of its members, and develop a positive group and work culture

Compensation Policy

According to Herawati et al (2021) Compensation is one of the important aspects in a company that should be given to employees. Although often considered similar to rewards, compensation refers more to the additional salary and benefits provided to employees. In a business context, compensation is closely related to the appreciation of an employee's contribution to the overall development of the company. Today, the compensation that employees receive often has an effect on their standard of living and social status in society. Therefore, the importance of

compensation for employees greatly affects their performance.

Compensation is a crucial element that influences why and how people choose to work in an organization compared to other organizations (Armaniah, 2018). Meanwhile, according to Posuma (2013) Compensation is all forms of rewards that employees receive as a reward for the work they have done. Compensation is all income in the form of money, direct or indirect goods that an employee receives in exchange for his services provided by the company. The main purpose of compensation is to strengthen cooperative bonds, increase job satisfaction, facilitate effective use, increase motivation, create employee stability, maintain work discipline, and meet the requirements of trade unions and the government.

Work Discipline

According to Sastrohadiwiryo, (2007) A good organization usually has internal rules to improve performance, professionalism, organizational culture, togetherness, honor, and credibility. These rules aim to maintain order in the implementation of duties in accordance with the goals, roles, functions, authorities, and responsibilities of the organization. People who have good work discipline tend to show a great sense of responsibility for the tasks that have been given. This can increase passion and enthusiasm for work, so that the goals of the company, employees, and society can be achieved.

Work discipline serves as a tool for managers to communicate with employees, encouraging them to change behavior and increasing awareness and readiness to comply with all applicable company regulations and social norms. When a person shows a willingness and willingness to comply with the regulations in the company, good employee discipline will accelerate the achievement of the company's goals. Conversely, a decline in work discipline can be a barrier that hinders

the achievement of organizational goals (Veithzal & Sagala, 2014).

Employee Performance

According to Priansa (2017) Performance is a tangible manifestation of an employee's ability to do the work required by the company. According to Meithiana & Ansory (2019) Performance is the result of work measured in terms of the quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Suci and Ismiyati (2015) in Erawati & Wahyono (2019), Performance can be interpreted as the result of the work done, both in terms of quality and quantity, achieved by individuals to achieve certain goals. In the context of an organization or company, performance reflects the overall work of employees that can be measured in terms of quality and quantity within a period of time that has been set by the company, according to the responsibilities given. In addition, employee performance can also be assessed based on their level of discipline.

Hypothetical Model

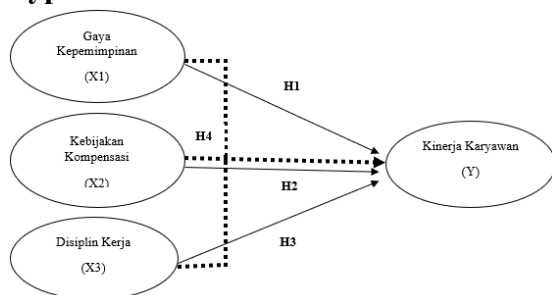


Figure 3. Model Hypothesis

Hypothesis of the Influence of Leadership Style on Employee Performance

According to Suryani et al (2020), Leadership is the strategic attitude or behavior of a leader that aims to influence the performance of each of its members. According to this theory, leadership can modify a person's performance, and its

effects can be positive or negative depending on how a leader suggests and motivates his members. From previous research conducted Do Rêgo et al (2017), Marjaya & Pasaribu (2019), Isvandiari & Al Idris (2018), Arianty (2018) This shows that leadership has a positive and significant influence on employee performance.

Isvandiari & Al Idris (2018) In addition, it was also explained that leadership has a positive and meaningful influence on employee performance. This is evidenced by the leadership spirit possessed by a good employee, which ultimately improves the performance of the employee. According to Soetrisno (2016), employee performance is the result of an employee's work that is evaluated in terms of quality, quantity, working time, and cooperation to achieve the goals that have been set by the organization. Thus, it can be concluded that performance is a process or work result produced by employees through several aspects that must be passed and has stages to achieve it. The main goal is to improve the performance of the employees themselves.

H1: There is an Influence of Leadership Style on Employee Performance

Hypothesis of the Effect of Compensation Policy on Employee Performance

Compensation is a reward earned as a result of services rendered. The main purpose of compensation is as a motivator for employees to carry out their work. Compensation can be in the form of money and goods. The more objective the compensation, the more optimal the employee's performance.

According to Basuki and Puspita (2018) in Firdaus & Hidayati (2023), compensation affects employee performance. These findings are supported by the results of research conducted by Efendi et al (2020), Pangastuti et al (2020), Darma & Supriyanto (2017) The study revealed that compensation has a positive

impact on employee performance. The results show that optimal compensation will affect employee performance achievement. H2: There is an Effect of Compensation Policy on Employee Performance

Hypothesis of the Influence of Work Discipline on Employee Performance

Work discipline is an action taken by management to motivate its employees to comply with the regulations that have been set in the company. The function of work discipline is very important in human resource management. A high level of work discipline indicates a high level of achievement of work achievement and employee performance.

In a study conducted by Syamsuddin et al (2021), it was found that work discipline has an influence on employee performance. These findings are supported by the results of research conducted by Basuki and Puspita (2018) in Firdaus & Hidayati (2023), Armansyah et al (2018), Efendi et al (2020) which shows that work discipline affects employee performance. Increased discipline among employees will have a positive impact on their performance.

H3: Terdapat Pengaruh Disiplin Kerja terhadap Kinerja Karyawan

Leadership Style Influence Hypothesis. Compensation Policy, and Work Discipline on Employee Performance

Leadership style, compensation policy, and work discipline are one of the factors that make an employee have responsibility and work spirit in the Company. The more good leadership style is applied, the higher the compensation given, and the higher the level of work discipline, the higher the performance of employees in each company.

In a study conducted by Lestari (2018), it was found that leadership style, compensation policy, and work discipline have an influence on employee performance. These findings are supported by the results of research conducted by

Farid (2018), Saputra et al (2024), Sari & Cipto (2018) which shows that leadership style, compensation policy, and work discipline have a significant effect on employee performance.

H4: There is an Influence of Leadership Style, Compensation Policy, and Work Discipline on Employee Performance

RESEARCH METHODS

Types of research

This research is more focused and in accordance with the goals to be achieved, where the researcher applies a quantitative approach to analyze the data obtained from the research location. According to Creswell (2009) in Waruwu (2023), the quantitative research method is an approach used to test certain theories by analyzing the relationship between variables. In quantitative research, the data used is in the form of numbers, which function as an analysis tool and is based on the principles of definite science to answer the hypothesis proposed. Thus, the quantitative approach can be concluded as an effort to find data or information related to existing problems, by referring to proving theories or concepts used in research.

Research location

The selection of the location was deliberately carried out by considering the company's willingness to provide information and also the phenomena that exist in the location are in accordance with the variables needed in this study. The researcher took a study at PT Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo on the influence of leadership style, compensation policy, and work discipline on employee performance is a very relevant and strategic choice. Hypotheses tested with using data from the questionnaire distributed to all employees of PT. Japfa Comfeed Indonesia, Tbk Hatchery wonorejo.

POPULATION AND SAMPLE

The population in this study was conducted on employees of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo Pasuruan. Sampling techniques are used in systematic research to select a number of elements or individuals (subsets) that are relatively smaller than a certain population to be used as observation or experimental subjects based on their specific goals (Firmansyah, 2022). The population of this study is as many as 160 employees and the sample used in this study consists of all employees of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

A sample is a part of the number and characteristics possessed by a population that is taken based on certain criteria, so that it can be representative of that population. The use of samples is generally carried out when the population has a large enough number (Supriyanto & Maharani, 2013). The sample used in this study consisted of all employees of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

Sampling Techniques

The sampling technique used in this study is the saturated sampling technique (census). This method involves taking the entire population as a sample. This means that every employee in the population has an equal chance of being selected as part of the sample. The sample in this study consists of all employees of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo, totaling 170 people.

Data Sources and Data Types

To maximize the results of the research, this study uses two types of data, namely primary data and secondary data.

According to Sugiyono (2013) in Nurjanah (2021), the definition of primary data in this study is a data source that provides information directly to data collectors. Primary data is obtained directly from the object being studied. In this study, primary data was collected through interviews with HR Managers from PT.

Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

Secondary data is defined as a source of data obtained indirectly by the data collector. In this study, secondary data was collected through various sources such as reference books, company documentation, and other information relevant to the study. This secondary data includes the organizational structure, history, and number of employees of PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

Data Collection Techniques

To obtain relevant data in this study, data collection techniques were carried out using research instruments in the form of questionnaires, interviews, and observations.

The data collection technique using a questionnaire was carried out by asking a number of questions to parties related to the problem being researched. A questionnaire is a research instrument consisting of a series of questions or statements designed to collect data or information from respondents (Makbul, 2021). The purpose of data collection through questionnaires is to obtain information relevant to the research.

Measurement Scale

According to Supriyanto & Maharani (2013), Measurement scale is a series of rules used to quantify data from the measurement of a variable. In this study, the Likert scale was used, which is a scale designed to evaluate the attitudes, perceptions, and opinions of individuals or groups towards various social events and conditions. The variables studied can be described into indicators, and these indicators become the basis for the preparation of statement items.

The Likert scale is used to assess individual or group attitudes, opinions, and perceptions of social phenomena. In the study of this social phenomenon, researchers have determined specific

research variables. Using the Likert scale, the measured variables are broken down into indicators. Each question item is then given a score from one to five, which includes the categories: Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS), and Strongly Disagree (STS).

Validity Test

This validity test involves two types of values, namely Convergent Validity and Discriminant Validity (Arsi & Herianto, 2021).

Convergent validity has to do with the principle that the measurements of a construct should have a high relationship with each other. Loading factor, which is the correlation between an item or component's score and a construct score, is used to assess convergent validity tests in PLS with reflective indicators. The convergent validity value is expected to exceed 0.5 for the loading factor.

According to Hardisman (2020) in (Febrin & Sulhan, 2022) Febrin & Sulhan (2022), discriminant validity measures the validity of a predictor by comparing its association with other variables. In the SmartPLS application, discriminant validity testing is carried out using the Cross Loadings indicator. This method serves to assess the validity of the discriminator. A predictor is declared valid if the cross loading value is more than 0.5, or if the cross loading value of the predictor is higher on the latent variable itself compared to its loading value. Thus, if the loading value of each variable against its construct is greater than the cross loading value, then the model can be considered to have good validity.

Construct Reliability

This reliability test was performed using Cronbach's Alpha and Composite Reliability values. Cronbach's Alpha serves to measure the lower limit of the reliability of a construct, and is declared reliable if the value is more than 0.7. Meanwhile, Composite Reliability is used to measure

the true value of the reliability of a construct and is also considered reliable if the value is more than 0.7 (Fahmi, 2021).

Inner Model

The Structural Model (Inner Model) is designing the relationships between latent variables in PLS based on research hypotheses. According to Abdillah & Jogiyanto (2015), the evaluation of the model structure in this study was carried out using R-Square and Part Coefficient.

According to Ghazali & Latan (2015) in Furadantin (2018) R-square is a value that indicates how much influence independent (exogenous) variables have on dependent (endogenous) variables. R-Square is a number between 0 and 1 that describes how much the combination of independent variables together affects the value of the dependent variable. The R-Square value (R^2) is used to estimate how much an independent latent variable affects the dependent latent variable. The R-Square value category is 0.75 for strong models, 0.50 for moderate models, and 0.25 for weak models.

Path Coefficient is a measure of the latent construct's relationship or influence, which is obtained through the Bootstrapping procedure. This method is used in research to test the strength of the direct and indirect relationships between each variable.

Hypothesis Test

A hypothesis is a statement regarding population parameters. These population parameters represent the variables present in the population and are calculated using statistics from the sample. The hypothesis is usually expressed as a null hypothesis (H_0), which serves as a provisional value or preliminary estimate of the parameter to be tested. The hypothesis test is carried out using the t-test, which in its application aims to determine whether there is a significant influence of partially independent variables on bound variables. It is stated that the hypothesis is said to be

supported if the t-statistic > 1.96 for the two-tailed hypothesis and the probability value (p-value) < 0.05 or 5% (Heryana & Unggul, 2020).

Table 1. Characteristics of Respondents by Gender

Gender	Frequency	Percentage
Male	155	96,9 %
Female	5	3,1 %
Total	160	100 %

Source : Primary Data Processed

Based on the survey results, there were 155 respondents (96.9%) who were male and 5 respondents (3.1%) who were female. Thus, it can be said that most of the respondents, on average, are men.

Table 2. Characteristics of Respondents by Age

Education Level	Number of Respondents	Percentage
< 25 Years	11	6,9 %
25 – 30 Years	37	23,1%
31 – 40 Years	56	35 %
40 – 50 Years	33	20,6 %
> 50 Years	23	14,4 %
Total	160	100 %

Source : Primary Data Processed

The table shows that PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo employs 11 people under the age of 25 (6.9%), 37 people between the ages of 25-30 years (23.1%), 56 people between the ages of 31-40 years (35%), 33 people between the ages of 40-50 years (20.6%), and 23 people over the age of 50 (14.4%). This shows that Tbk Hatchery Wonorejo, a division of PT. Japfa Comfeed Indonesia, employs more people between the ages of 31-40 years.

Table 3. Characteristics of Respondents Based on Employee Status

Employee status	Frequency	Percentage
Permanent Employees	47	29,4 %
Non-permanent Employees	113	70,6 %
Total	160	100 %

Source : Primary Data Processed

Based on the results of Table 4.3, the characteristics of respondents based on employment status at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo, has 47 permanent employees (29.4%) and 113 non-permanent employees (70.6%).

Table 4. Characteristics of Respondents Based on Education History

Education History	Frequency	Percentage
SD	0	0 %
SMP	0	0 %
SMA	152	95 %
D-I	0	0 %
D-II	0	0 %
D-III	0	0 %
D-IV	0	0 %
S1	8	5 %
S2	0	0 %
S3	0	0 %
Total	160	100 %

Source : Primary Data Processed

Based on Table, the characteristics of the respondents based on the list of educational history at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo, namely 152 people with high school education (95%), and eight people (5%) with S1 education, in accordance with Table which contains the educational history of respondents at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo. Currently, PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo does not have D-I, D-II, D-III, D-IV, S2, and S3 graduates. High school graduates and equivalent are the largest group in this educational history list, which is 152 people. On the other hand, those who pass S1 are SPVs, which are as many as 8 people.

Table 5. Characteristics of Respondents Based on Length of Employment

Tenure	Frequency	Percentage
< 1 Years	52	32,5 %
1-5 Years	61	38,1 %
> 5 Years	47	29,4 %
Total	160	100 %

Source : Primary Data Processed

Based on the table above, the characteristics of respondents based on the length of service showed the characteristics

of 160 respondents who participated in the study, the majority of whom had more than five years of work experience. Of these, 47 people (29.4%) have permanent employee status, while 38.1% (61) have between one and five years of work experience, and 52 people (32.5%) have less than one year of work experience.

Operational Definition of Variables and Measurement Scales

According to Supriyanto & Maharani (2013), Measurement scale is a series of rules used to quantify data from the measurement of a variable. In this study, the Likert scale was used, which is a scale designed to evaluate the attitudes, perceptions, and opinions of individuals or groups towards various social events and conditions. The variables studied can be described into indicators, and these indicators become the basis for the preparation of statement items.

The Likert scale is used to assess individual or group attitudes, opinions, and perceptions of social phenomena. In the study of this social phenomenon, researchers have determined specific research variables. Using the Likert scale, the measured variables are broken down into indicators. Each question item is then given a score from one to five, which includes the categories: Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS), and Strongly Disagree (STS).

Leadership Style (X1)

Leadership is the ability to influence the activities of others through communication, both individually and in groups, towards the achievement of goals. In addition, leadership also involves briefing subordinates so that they can carry out their respective duties and obligations in an effective and efficient manner. According to Veithzal & Sagala (2014) leadership indicators include instruction, consultation, control, delegation, and participation. This theory is known as Situational Leadership Theory. This theory

emphasizes that there is no one-size-fits-all leadership style; on the contrary, the effectiveness of leadership is highly dependent on the context and characteristics of the team being (Paul & Ken, 1986).

Compensation Policy (X2)

Compensation refers to any form of payment or reward given to employees as a result of the work they do. These rewards can be in the form of salaries, allowances, bonuses, or other forms of appreciation related to the employee's contribution to the organization Herawati et al (2021). According to Supriyanto & Maharani (2013), the indicators of compensation policy include Salary, Intensive, Allowance, Position Promotion, and Out-of-Promotion Awards.

Work Discipline (X3)

Work discipline is an attitude that reflects respect, appreciation, obedience, and obedience to applicable regulations, both written and unwritten. Disciplined individuals are willing to carry out their duties and are ready to receive sanctions if they violate the responsibilities and authorities given. According to Robbins (2008), indicators of work discipline include Time Discipline, Regulatory Discipline, and Responsibility Discipline.

RESULTS AND DISCUSSIONS

The data in this study was carried out using outer model measurements with the PLS (Partial Least Squares) Technique, namely through the SmartPLS 4.0 program. The outer measurement model can be evaluated through convergent validity and discriminant validity tests.

Table 6. Cross Loading Discriminant Validity

<i>Cross Loading Discriminant Validity</i>			
<i>Variabel</i>	<i>Item</i>	<i>Loading Factor</i>	<i>Keterangan</i>
Gaya Kepemimpinan (X1)	X1.1	0.789	Valid
	X1.2	0.800	Valid
	X1.3	0.741	Valid
	X1.4	0.836	Valid
	X1.7	0.744	Valid
	X1.8	0.710	Valid
	X1.9	0.725	Valid
	X2.1	0.763	Valid
	X2.2	0.791	Valid
Kebijakan Kompensasi (X2)	X2.3	0.737	Valid
	X2.5	0.781	Valid
	X2.6	0.826	Valid
	X2.8	0.807	Valid
	X2.9	0.758	Valid
	X2.10	0.783	Valid
	X2.11	0.838	Valid
	X3.1	0.889	Valid
	X3.2	0.926	Valid
Disiplin Kerja (X3)	X3.3	0.915	Valid
	X3.4	0.941	Valid
	X3.5	0.891	Valid
	X3.6	0.909	Valid
	X3.7	0.869	Valid
	Y1	0.850	Valid
	Y2	0.846	Valid
Kinerja Karyawan (Y)	Y3	0.856	Valid
	Y4	0.851	Valid
	Y5	0.780	Valid
	Y6	0.878	Valid
	Y7	0.860	Valid
	Y8	0.747	Valid
	Y9	0.764	Valid

The loading factor values of each indicator can be used to analyze convergent validity assessments in the context of Partial Least Squares Structural Equation Modeling (PLS-SEM). The correlation between the indicator and the latent construct measured is represented by the loading factor. If the loading factor value of each indicator reaches > 0.7 , the first condition to ensure convergent validity is met. This figure is the lowest limit because it shows that the indicator is considered to adequately reflect the construct because the variance divided between the indicator and the latent construct is greater than error variance.

Table 7. Results of the Discriminant Cross Loading Validity Test

<i>Item</i>	<i>Gaya Kepemimpinan (X1)</i>	<i>Kebijakan Kompensasi (X2)</i>	<i>Disiplin Kerja (X3)</i>	<i>Kinerja Karyawan (Y)</i>
X1.1	0.789	0.669	0.618	0.653
X1.10	0.582	0.414	0.300	0.365
X1.11	0.622	0.413	0.346	0.450
X1.2	0.800	0.726	0.665	0.679
X1.3	0.741	0.513	0.406	0.543
X1.4	0.836	0.653	0.573	0.635
X1.5	0.672	0.503	0.364	0.470
X1.6	0.604	0.381	0.375	0.365
X1.7	0.744	0.599	0.482	0.479
X1.8	0.710	0.587	0.515	0.602
X1.9	0.725	0.519	0.420	0.497
X2.1	0.638	0.763	0.618	0.594
X2.10	0.582	0.783	0.574	0.548
X2.11	0.571	0.838	0.626	0.589
X2.2	0.605	0.791	0.623	0.576
X2.3	0.562	0.737	0.570	0.509
X2.4	0.546	0.620	0.368	0.533
X2.5	0.634	0.781	0.523	0.492
X2.6	0.621	0.826	0.575	0.562
X2.7	0.517	0.571	0.294	0.466
X2.8	0.625	0.807	0.513	0.537
X2.9	0.544	0.758	0.536	0.549
X3.1	0.582	0.605	0.899	0.668
X3.2	0.564	0.659	0.926	0.600
X3.3	0.569	0.656	0.915	0.585
X3.4	0.639	0.660	0.941	0.597
X3.5	0.636	0.659	0.891	0.623
X3.6	0.608	0.640	0.909	0.614
X3.7	0.613	0.614	0.869	0.621
Y1	0.563	0.586	0.532	0.850
Y2	0.666	0.593	0.541	0.846
Y3	0.602	0.594	0.562	0.856
Y4	0.672	0.594	0.577	0.851
Y5	0.634	0.601	0.513	0.780
Y6	0.655	0.592	0.586	0.878
Y7	0.586	0.667	0.585	0.860
Y8	0.561	0.542	0.572	0.747
Y9	0.612	0.579	0.588	0.764

The data based on the table above, it can be explained that the result of cross loading on each indicator correlation value for each variable has the largest value of the other variables. So it can be concluded that the discriminant validity value of each variable in the study can be said to have passed the discriminant validity or valid test through cross loading. The discriminant validity assessment can not only be seen from cross loading, but it can also be in the Average Variant Extracted (AVE) value where the value must be > 0.7 to be valid.

Table 8. Average Variant Extracted (AVE)

Variable	Average Variant Extracted (AVE)
X1	0,512
X2	0,572
X3	0,823
Y	0,684

In the Table Average Variant Extracted (AVE) above, it is known that the variables of Leadership Style, Compensation Policy, and Work Discipline

have >0.5 . Therefore, each variable is said to have a valid discriminant validity.

Table 9. Reliability Test

Composite Reliability dan Cronbach's Alpha

Variabel	Cronbach's Alpha	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)	Keterangan
X1	0,904	0,916	0,919	Reliabel
X2	0,923	0,926	0,936	Reliabel
X3	0,964	0,965	0,970	Reliabel
Y	0,942	0,942	0,951	Reliabel

In the reliability test, two methods were used, namely Cronbach's alpha and Composite reliability. Cronbach's alpha is used to set the value of the lower limit of the reliability of a construct. To be able to say that the construct is reliable if Cronbach's alpha value is >0.6 , while the Composite reliability must be >0.7 .

Table 10. R-Square value

Variable	R-Square
Y	0,637

R-Square is used to measure the degree to which an independent latent variable has a significant influence on a dependent latent variable. According to Ghazali & Latan (2015) the R-Square value of 0,75 is declared strong, while the value of 0,50 is stated as moderate or moderate, and the value of 0,25 is said to be weak (Agatha & Margareta, 2020).

Table 11. Path Coefficient

Path Coefficient

	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (10/STDEV)	P Values	Keterangan
X1 \rightarrow Y	0,404	0,394	0,108	3,730	0,000	Diterima
X2 \rightarrow Y	0,229	0,236	0,115	1,987	0,047	Diterima
X3 \rightarrow Y	0,250	0,244	0,093	2,681	0,008	Diterima

When viewed from the first hypothesis table, testing leadership style (X1) has a significant effect on employee performance (Y) because at the t-statistical value of 3.730 is greater than > 1.96 and the p-value of 0.000 is smaller than < 0.05 .

It is known that the influence of leadership style on employee performance can be seen from the t-statistical value of 4.037 $>$ t-table which shows the results that leadership style on employee performance is said to have significant value.

The compensation policy has an effect on employee performance can be seen from the t-statistical value of 2.101 $>$

t-table which shows that the compensation policy on employee performance is said to have significant results.

Work discipline affects employee performance with a t-statistical value of 2,681 $>$ t-table states that there is a significant influence between work discipline on employee performance.

Table 12. Direct Effect

	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (10/STDEV)	P Values	Keterangan
X1 \rightarrow Y	0,404	0,394	0,108	3,730	0,000	Diterima
X2 \rightarrow Y	0,229	0,236	0,115	1,987	0,047	Diterima
X3 \rightarrow Y	0,250	0,244	0,093	2,681	0,008	Diterima

When viewed from the first hypothesis table, testing leadership style (X1) has a significant effect on employee performance (Y) because at the t-statistical value of 3.730 is greater than > 1.96 and the p-value of 0.000 is smaller than < 0.05 .

In hypothesis testing, the compensation policy variable (X2) had a significant influence on employee performance, because there was a t-value of 1.987 greater than > 1.96 and a p-value of 0.047 smaller than < 0.05 .

Also in hypothesis testing the work discipline variable (X3) has a significant influence on performance, because there is a t-statistical value of 2.681 greater > 1.96 and a p-value of 0.008 < 0.05 .

DISCUSSION

Leadership Style Affects Employee Performance

The results of the first hypothesis test obtained the result that the variable of the influence of leadership style (X1) on employee performance (Y) has a path coefficient value of 0.404, which means that in the value of the path coefficient in this hypothesis the result is positive, T-Statistics is 3.742 > 1.96 and p value is 0.000 > 0.05 . So that in the first hypothesis test, the influence of leadership style on employee performance produces positive or significant results. In this condition, it is seen from the influence factor of leadership style on the performance of employees at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

The results of this study show that leadership style, compensation policy, and work discipline simultaneously have a significant effect on employee performance at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo. These findings reinforce the results of previous research conducted by Widayati et al. (2017) and Mukhtar & UA (2020), which stated that transformational leadership styles are able to improve employee motivation and performance. In this study, it was found that the leadership style applied by the management of PT. Japfa Comfeed Indonesia tends to be participatory and supportive, so that it is able to create a conducive work environment and increase employee productivity.

Compensation Policy Affects Employee Performance

The results of the second hypothesis test obtained the result that the compensation policy variable (X2) on employee performance (Y) has a path coefficient value of 0.229, which means that in the value of the path coefficient in this hypothesis the result is positive. T-statistic of $2.094 > 1.96$ and p value $0.037 > 0.05$. So that in the second hypothesis test (H2) the Compensation Policy (X2) on Employee Performance (Y) produced significant results. In this study, it is stated that compensation affects the performance of employees at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

From the aspect of compensation policy, the results of this study are also in line with the findings of Khairunnisa (2021) and Arifudin (2019), which emphasize the importance of fair and transparent compensation in improving job satisfaction and employee performance. At PT. Japfa Comfeed Indonesia, the compensation policy implemented is quite competitive, but there are still some employees who are dissatisfied with the existing reward system. This shows that although compensation is good, the aspect of fairness and transparency in the distribution of compensation still needs to be improved so

as not to cause jealousy or decreased motivation.

Work Discipline Affects Employee Performance

The results of the third hypothesis test obtained the result that the variable of work discipline (X3) on employee performance (Y) has a path coefficient value of 0.250, meaning that the value of the path coefficient in this hypothesis is positive, t-statistics are $2.798 > 1.96$ and p value is $0.005 > 0.05$. So that in the third hypothesis test, work discipline and employee performance produced significant results. So that in the testing of the third hypothesis (H3) Work Discipline (X3) on Employee Performance (Y) produced significant results. In this study, it is stated that compensation affects the performance of employees at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo.

In the variable of work discipline, the results of this study found that work discipline has a positive and significant influence on employee performance. These findings support the research of Ekhsan (2019) and Ariesni & Asnur (2021), which states that employees with high levels of discipline tend to have better productivity and quality of work. However, these results are different from the research of Vallennia et al. (2020) which concluded that work discipline does not have a significant effect on employee performance. This difference can be explained by different organizational contexts and industry characteristics. At PT. Japfa Comfeed Indonesia, discipline is crucial considering the dense production process and strict delivery targets. The level of attendance and punctuality are the main indicators in assessing work discipline, so that its influence on performance is very real.

When compared to previous studies, the uniqueness of this study lies in the integration of the three variables (leadership style, compensation, and work discipline) in one comprehensive and contextual analysis model in livestock and

animal feed companies. Most previous studies have only tested one or two variables separately, so they have not provided a complete picture of how the three interact in influencing employee performance. In addition, this study uses actual empirical data in the form of attendance data and HRD interview results, so that the results of the analysis become more relevant to real conditions in the field.

In general, the results of this study generalize that to improve employee performance in companies in the livestock and animal feed sector, management needs to pay attention to three main aspects simultaneously, namely implementing a participatory leadership style, designing fair and transparent compensation policies, and enforcing a strong culture of work discipline. The novelty of this research is the integrative approach used and the selection of specific industry contexts, so that it can be a reference for similar companies in managing human resources more effectively.

The main concept that can be taken from this study is the importance of synergy between leadership, compensation, and work discipline in building optimal employee performance. The three complement each other and cannot stand alone. The application of the results of this research is expected to help companies in designing HR management policies and strategies that are more targeted and sustainable.

CONCLUSION AND SUGGESTION

CONCLUSION

Based on research that has been conducted by researchers to discuss the influence of leadership style, compensation policies, and work discipline on employee performance at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo. The research conclusions have been given as follows:

The influence of leadership style has a positive and significant effect on employee performance. This shows that the

better the leadership style applied to PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo will also be more effective as a result of the employee performance produced.

Compensation policies have a positive and significant effect on employee performance. This shows that the compensation policy implemented by PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo will also improve the performance of the employees produced.

Work discipline has a positive and significant effect on employee performance. This shows that the greater the work discipline applied both at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo will be better and more orderly as well as the results of the employee performance produced.

Leadership style, compensation policies, and work discipline have a positive and significant effect on employee performance. This shows that from these three variables, the better the leadership style is applied, the better and wiser the compensation given, and the better and more orderly the work discipline applied at PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo will also improve the performance of the employees produced.

SUGGESTION

Based on the results of the above research, it can be concluded that the research suggestions are as follows:

For PT. Japfa Comfeed Indonesia, Tbk Hatchery Wonorejo. Based on the research that has been conducted, it is hoped that it can contribute and can be used as material for consideration by companies in improving leadership style, compensation policies, and work discipline to maximize employee performance to be better in the future by implementing an effective leadership style, fair compensation policy, and consistent work discipline have a positive and significant influence on employee performance at PT. Japfa Comfeed

Indonesia. Thus, the better the application of these three variables, the better the employee performance will be.

For the Next Researcher This research can be expected to be material for further research consideration by paying attention to the shortcomings that exist in this study regarding the preparation process carried out by the researcher, updating the company's latest information as supporting data, several points on insignificant variables, evaluation results in the analysis process of each variable, methods used in the research for example using qualitative methods or mix methods, and to the next researcher, it is expected to be able to develop other variables regarding leadership style, compensation policy, and work discipline on employee performance to strengthen the latest research findings by considering the object, adding the number of samples from this study, data collection techniques, research results, and so on.

REFERENCES

- Arianty, N. (2018). Pengaruh kepemimpinan terhadap kinerja karyawan. *Kumpulan Jurnal Dosen Universitas Muhammadiyah Sumatera Utara*.
- Ariesni, S., & Asnur, L. (2021). Disiplin kerja terhadap kinerja karyawan. *Jurnal Penelitian Dan Pengembangan Sains Dan Humaniora*, 5(3), 363–369.
- Arifudin, O. (2019). Pengaruh kompensasi terhadap kinerja karyawan di PT. Global Media. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 3(2), 184–190.
- Armaniah, H. (2018). Pengaruh Kompetensi dan Kompensasi Terhadap Kinerja Karyawan Staf Insurance di PT. BMD. *Cakrawala*, 18(2), 141–148.
<http://ejournal.bsi.ac.id/ejurnal/index.php/cakrawala>
- Armansyah, A., Azis, I., & Rossanty, N. P. E. (2018). Pengaruh kompensasi dan disiplin kerja terhadap kinerja pegawai kantor BPJS kesehatan cabang Palu. *Jurnal Ilmu Manajemen Universitas Tadulako (JIMUT)*, 4(3), 235–244.
- Arsi, A., & Herianto, H. (2021). *Langkah-langkah Uji Validitas Dan Realibilitas Instrumen Dengan Menggunakan SPSS*.
- Asari, A. F. (2022). Pengaruh Work-Life Balance terhadap Kinerja Karyawan melalui Kepuasan Kerja pada BPJS Ketenagakerjaan Kantor Cabang Surabaya Karimunjawa. *Jurnal Ilmu Manajemen*, 843–852.
- Bahri, M. S. (2016). Analisis Pengaruh Gaya Kepemimpinan Dan Disiplin Kerja Terhadap Efektivitas Kerja Guru di SMK Hidayatul Islam Clarak Kecamatan Leces Kabupaten Probolinggo. *Jurnal Penelitian Ilmu Ekonomi WIGA*, 6(2), 144–152.
- Bahrudin, M. Y., & Iryanti, E. (2023). Pengaruh Kepemimpinan, Budaya Organisasi, dan Kompensasi Terhadap Kinerja Karyawan Pada PT. Japfa Comfeed Indonesia di Wonoayu Sidoarjo. *Briliant: Jurnal Riset Dan Konseptual*, 8(2), 385–391.
- Darma, P. S., & Supriyanto, A. S. (2017). The effect of compensation on satisfaction and employee performance. *Management and Economics Journal (MEC-J)*, 1(1).
- Do Rêgo, E. B., Supartha, W. G., & Yasa, N. N. K. (2017). Pengaruh Kepemimpinan Terhadap Motivasi dan Kinerja Karyawan pada Direktorat Jendral Administrasi dan Keuangan, Kementerian Estatal Timor Leste. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(11), 3731–3764.
- Efendi, R., Rifa'i, M. N., Bahrin, K., Milla, H., & Suharmi, S. (2020). The mediation of work motivation on the effects of work discipline and compensation on performance batik msme employees in yogyakarta city, indonesia. *International Journal of Multicultural and Multireligious Understanding*, 7(1), 689–703.
- Ekhsan, M. (2019). Pengaruh motivasi dan

- disiplin kerja terhadap kinerja karyawan. *Optimal: Jurnal Ekonomi Dan Kewirausahaan*, 13(1), 1–13.
- Erawati, A., & Wahyono, W. (2019). “Peran Komitmen Organisasi Dalam Memediasi Pengaruh Disiplin Kerja, Motivasi Kerja, Dan Self Efficacy Terhadap Kinerja Pegawai.” *Economic Education Analysis Journal.*, 8(1), 1–15.
- Fahmi, I. (2021). Pengaruh Disiplin Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Dan Motivasi Kerja Sebagai Variabel Intervening Pada Dinas Pariwisata Kota Sawahlunto. *Jurnal Ilmu Manajemen Terapan*, 3(1), 52–64.
- Farid, D. M. (2018). *Pengaruh Gaya Kepemimpinan, Kompensasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Kantor Desa Kaliwungu Kecamatan Tempeh Kabupaten Lumajang.*
- Febrin, S., & Sulhan, M. (2022). Analisis Pengaruh Penilaian Kesehatan Bank Melalui Komponen RGEC Terhadap Nilai Perusahaan Bank Umum Syariah di Indonesia. *J. Ekon. Dan Bisnis*, 108.
- Firdaus, R. I., & Hidayati, R. A. (2023). Pengaruh disiplin kerja, lingkungan kerja, dan kompensasi terhadap kinerja karyawan PT Moya Kasri Wira Jatim. *Master: Jurnal Manajemen Dan Bisnis Terapan*, 2(2), 146–155.
- Fitricia, G. M., & Hidayah, A. A. (2021). Peranan Kepemimpinan dalam Organisasi (Studi Kasus Peran Pimpinan dalam Menjaga Soliditas Karyawan di PT. Nippon Indosari Corpindo). *Jurnal Soshum Insentif*, 4(1), 17–26. <https://jurnal.ildikti4.or.id/index.php/jurnalsoshum/article/view/442/156>
- Herawati, N., Ranteallo, A. T., & Syafira, K. (2021). Pengaruh kompensasi terhadap kinerja karyawan divisi sumber daya manusia pada PT Bhummyamca Sekawan Jakarta Selatan. *Jurnal Ekonomi, Sosial & Humaniora*, 2(11), 13–22.
- Heryana, A., & Unggul, U. E. (2020). *Hipotesis penelitian.* June. <https://doi.org/10.13140/RG.2.2.11440.17927>
- Isvandari, A., & Al Idris, B. (2018). Pengaruh kepemimpinan dan disiplin kerja terhadap kinerja karyawan pada pt central capital futures cabang malang. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 12(1), 17–22.
- Jaya, N., Mukhtar, A., & UA, A. N. A. (2020). Gaya Kepemimpinan Dan Motivasi, Pengaruhnya Terhadap Kinerja Pegawai. *BALANCA : Jurnal Ekonomi Dan Bisnis Islam*, 2(1), 35–43. <https://doi.org/10.35905/balanca.v2i1.1393>
- Kamal, F., Winarso, W., & Sulistio, E. (2019). *SAINS: Jurnal Manajemen dan Bisnis p-ISSN: 1978-2241 e-ISSN: 2541-1047* Fitricia, Hidayah. 60–77.
- Khairunnisa, K. (2021). *KEBIJAKSANAAN PEMBERIAN KOMPENSASI DALAM UPAYA MENINGKATKAN KINERJA KARYAWAN (STUDI PADA CV. DELIMA MOTOR BANJARMASIN).* Universitas Islam Kalimantan MAB.
- Lestari, D. (2018). Pengaruh Gaya Kepemimpinan, Kompensasi, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pabrik Krupuk Suko Joyo. *Program Studi Manajemen Fakultas Ekonomi, Universitas Nusantara PGRI Kediri.*
- Makbul, M. (2021). *Metode pengumpulan data dan instrumen penelitian.*
- Marjaya, I., & Pasaribu, F. (2019). Pengaruh kepemimpinan, motivasi, dan pelatihan terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 129–147.
- Meithiana, I., & Ansory, H. (2019). *Manajemen Sumber Daya Manusia.* Indonesia pustaka.
- Mukhtar, A., & UA, A. N. A. (2020). Gaya Kepemimpinan Dan Motivasi, Pengaruhnya Terhadap Kinerja Pegawai. *BALANCA: Jurnal Ekonomi Dan Bisnis Islam*, 2(1), 35–43.

- Naja, M. A. (2020). *Pengaruh Kompensasi, Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan pada CV. Faster Kudus*. IAIN KUDUS.
- Nurjanah, N. (2021). Analisis Kepuasan Konsumen dalam Meningkatkan Pelayanan Pada Usaha Laundry Bunda. *JURNAL MAHASISWA*, 1(1).
- Pangastuti, P. A. D., Sukirno, S., & Efendi, R. (2020). The effect of work motivation and compensation on employee performance. *International Journal of Multicultural and Multireligious Understanding*, 7(3), 292–299.
- Paul, H., & Ken, B. (1986). *Manajemen Perilaku Organisasi: Pendayagunaan Sumber Daya Manusia, Edisi Keempat: Penerbit Erlangga*.
- Posuma, C. (2013). Kompetensi, Kompensasi, Dan Kepemimpinan Pengaruhnya Terhadap Kinerja Karyawan Pada Rumah Sakit Ratumbusang Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 1(4), 646–656.
- Priansa, D. J. (2017). *Manajemen kinerja kepegawaian dalam pengelolaan SDM perusahaan*.
- Samsuni. (2017). Penulis adalah Kasubbag Keuangan pada Fakultas Syariah dan Ekonomi Islam UIN Antasari Banjarmasin. □ 113. *Manajemen Sumber Daya Manusia*, 17 no 31(31), 113–124.
<http://ejurnal.staialfalahbjb.ac.id/index.php/alfalahjikk/article/view/19>
- Saputra, R. A., Ubaidillah, H., & Sumartik, S. (2024). Pengaruh Gaya Kepemimpinan, Kompensasi, Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Pemerintahan Desa Di Kecamatan Jabon. *Journal of Economic, Bussines and Accounting (COSTING)*, 7(4), 10589–10598.
- Sari, Z. R. M. P., & Cipto, R. C. P. (2018). Pengaruh gaya kepemimpinan, disiplin kerja dan kompensasi terhadap kinerja karyawan pada PT. Bukadri Vision Balikpapan. *Jurnal Bisnis Darmajaya*, 4(2), 47–61.
- Soetrisno, E. (2016). *Manajemen sumber daya manusia*. Kencana.
- Supriyanto, A. S., & Maharani, V. (2013). Metodologi Penelitian Manajemen Sumber Daya Manusia Teori, Kuesioner, dan Analisis Data. *Cetakan li*.
- Suryani, D., Tampubolon, M. P., & Limbong, M. (2020). Budaya Organisasi Dan Kompensasi Berpengaruh Terhadap Kepuasan Kerja Guru. *Jurnal Manajemen Pendidikan*, 9(2), 137–153.
- Syamsuddin, R. A., Pratama, A., Sunarsi, D., & Affandi, A. (2021). The Effect of Compensation and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable. *Kontigensi: Jurnal Ilmiah Manajemen*, 9(1), 89–94.
- Vallennia, K., Atikah, A., & Azijah, F. N. (2020). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan:(Studi Kasus PT. SINAR SOSRO Rancaekek). *E-Jurnal Equilibrium Manajemen*, 6(2), 39–49.
- Veithzal, R., & Sagala, E. J. (2014). Manajemen Sumber Daya Manusia untuk Perusahaan, Edisi ke 6. *Depok: PT. Raja Grafindo Persada*.
- Waruwu, M. (2023). Pendekatan penelitian pendidikan: metode penelitian kualitatif, metode penelitian kuantitatif dan metode penelitian kombinasi (Mixed Method). *Jurnal Pendidikan Tambusai*, 7(1), 2896–2910.
- Yohanson, A. K., Hakim, L., & Alimuddin, A. (2021). Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan PT. Japfa Comfeed Indonesia TBK, Cabang Tanggamus. *Ekombis Sains: Jurnal Ekonomi, Keuangan Dan Bisnis*, 6(2), 143–148.