

THE INFLUENCE OF COMPENSATION, WORK DISCIPLINE, AND ENVIRONMENT WORK ON EMPLOYEE PERFORMANCE AT PT. LOTUS BOGA LIMA IN BOGOR

PENGARUH KOMPENSASI, DISIPLIN KERJA, DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DI PT. LOTUS BOGA LIMA DI BOGOR

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ABSTRACT

Human resources (HR) are a crucial factor in achieving company goals. Strong HR capabilities are reflected in strong performance and serve as an asset to the company. Therefore, management needs to prioritize effective HR management to improve organizational effectiveness and efficiency. This study aims to determine the effect of compensation, work discipline, and the work environment on employee performance at PT. Lotus Boga Lima. A non-probability sampling technique with saturated sampling was used as the sample. Multiple linear regression analysis was used to analyze the impact of compensation, work discipline, and the work environment on employee performance, both simultaneously and partially. Compensation is the most dominant factor influencing employee performance at PT. Lotus Boga Lima. Therefore, the company needs to pay attention to and improve employee compensation to improve employee performance.

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

ABSTRAK

Sumber daya manusia (SDM) merupakan faktor krusial dalam mencapai tujuan perusahaan. Kemampuan SDM yang kuat tercermin dalam kinerja yang baik dan menjadi aset bagi perusahaan. Oleh karena itu, manajemen perlu memprioritaskan manajemen SDM yang efektif untuk meningkatkan efektivitas dan efisiensi organisasi. Penelitian ini bertujuan untuk mengetahui pengaruh kompensasi, disiplin kerja, dan lingkungan kerja terhadap kinerja karyawan di PT. Lotus Boga Lima. Teknik pengambilan sampel non-probabilitas dengan sampling jenuh digunakan sebagai metode pengambilan sampel. Analisis regresi linier berganda digunakan untuk menganalisis dampak kompensasi, disiplin kerja, dan lingkungan kerja terhadap kinerja karyawan, baik secara simultan maupun parsial. Kompensasi merupakan faktor yang paling dominan dalam mempengaruhi kinerja karyawan di PT. Lotus Boga Lima. Oleh karena itu, perusahaan perlu memperhatikan dan meningkatkan kompensasi karyawan guna meningkatkan kinerja karyawan.

Kata Kunci: Kompensasi, Disiplin Kerja, Lingkungan Kerja, Kinerja Karyawan.

INTRODUCTION

Today's business world demands high-performance employees to achieve company goals. Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara, 2019). According to Sutrisno (2020), employee performance is influenced by several factors, including compensation, work discipline, and the work environment. Therefore, companies need to pay attention to these factors to improve

employee performance.

Companies and employees have a close relationship that needs each other. However, compensation is still an important issue in human resource management. In its implementation, the company only provides basic salary, meal allowance, and holiday allowance (THR), without transportation or health insurance. This shows that the compensation system that is implemented has not fully paid attention to employee welfare, which can result in a decrease in employee motivation to improve employee performance.

According to Sutrisno (2020), "compensation is all the services received by an employee from his organization as a result of the services/energy he has given to the

organization". This is supported by research by Subagyo, (2024) who stated that compensation has a positive and significant effect on employee performance.

Table 1 Employee Compensation Data Of PT. Lotus Boga Lima Bogor

No.	Position	Amount (People)		Compensation(Rp)			
		Salary	Health	Transport	Food	RHA	
1	Store Manager	6	2.529.000	-	-	468.000	✓
2	Cassier	12	2.021.000	-	-	468.000	✓
3	Cook	12	2.021.000	-	-	468.000	✓
4	Waiters	12	2.021.000	-	-	468.000	✓

Source: PT. Lotus Boga Lima Bogor

Based on Table 1, it can be known that the compensation given by PT. Lotus Boga Lima in the form of basic salary, meal allowance, and holiday allowance (RHA). Based on the results of observations and interviews conducted, namely the compensation received is not in accordance with government regulations so that the employee's work spirit decreases, this can affect the employee's performance tends to be low. Low employee performance is shown by laziness in work, the employees feel that the salary received is not in accordance with the employee's expectations, and most of the employees feel that the compensation given in the form of salary is not in accordance with the workload of work done by the

employee.

Work discipline issues are still a concern in human resource management. A high level of absence shows low discipline in carrying out tasks and responsibilities, which in the end can have a negative impact on employee performance and the achievement of company goals. According to Rivai (2019), it is a managerial tool that functions as an effective means of communication for managers to increase employee awareness and compliance with applicable rules and norms, thus encouraging positive and productive is supported by research by Ridwan et al. (2019) who stated that work discipline has a positive and significant effect on employee performance.

Table 2 Employee Attendance Data Of PT. Lotus Boga Lima in 2022

Month	Amount Employee (People) (1)	Total Working Days (Hari) (2)	Total Attendance Should Be (3)=(1)x(2)	Employee Attendance (4)	Total Attendance (5)=(3)-(4)	Absent Percentage (%) (6)=(4):(3)
		January	42	26	1092	53
February	42	24	1008	33	975	3,27
March	42	27	1134	38	1096	3,35

April	42	26	1092	30	1062	2,75
May	42	26	1092	31	1061	2,84
June	42	26	1092	75	1017	6,87
July	42	27	1134	40	1094	3,53
Augst	42	27	1134	43	1091	3,79
September	42	26	1092	35	1057	3,21
October	42	27	1134	41	1093	3,62
November	42	26	1092	38	1054	3,48
December	42	27	1134	37	1097	3,26
On the Average	26	13230	488	13687	3,73	

Source: PT. Lotus Boga Lima Bogor

Based on Table 2, it can be indicated that the level of discipline of PT employees. Lotus Boga Lima is still low, this is evidenced by the high employee attendance rate with an average percentage of 3.73% every month.

The work environment has a direct influence on employees in completing their responsibilities received by employees. A less conducive work environment is characterized by a lack of work support facilities and a less harmonious relationship between variables. This condition can create an

uncomfortable working atmosphere while working and lower the spirit and performance of employees. According to Sedarmayanti (2020), the work environment is the totality of tools and materials faced by the surrounding environment, where a person works, his working method, and his work arrangement both as an individual or as a group. This is supported by research by Putri et al. (2024) which states that the work environment has a positive and significant effect on employee performance.

Table 3 Work Facility Data of PT. Lotus Boga Lima 2022

No	Tool Name	Number Of Tools (Units)	Total Damage (Units)	Percentage (%)
1	Chiller	20	2	10,00
2	Friyer	12	1	8,33
3	Deep friyer	30	2	6,66
4	Freezer	18	1	5,55
5	Freezer	18	1	5,55
6	Cooker	24	2	8,33
7	Blender	24	2	8,33
8	Cutlery	380	18	4,73

Amount	526	29
On the Average	7,18	

Source: PT. Lotus Boga Lima Bogor

Based on Table 3, there are still problems regarding the physical work environment at PT. It is known that the work facility at PT. Lotus Boga Lima there are some that are damaged so they cannot be used anymore. This can hinder the work done by employees so that it affects performance.

Many companies face difficulties in managing and improving employee performance, which is influenced by various factors from within the organization. Problems that often occur include inadequate compensation, low work discipline, and an uncomfortable work environment. Compensation given is usually only in the form of basic salary, meal allowance, and holiday allowance without transportation allowance or health insurance. This shows that the reward system that is implemented has not been able to maximally increase the work spirit of employees. The low level of discipline can also be seen from the high absence rate, which reflects the lack of responsibility and commitment to work. In addition, inadequate work facilities and unbalanced relationships between colleagues create a work atmosphere that does not support productivity. Situations like this as a whole can reduce employee performance and hinder the achievement of company targets.

Arious previous studies have discussed factors that affect employee performance, including compensation, work discipline, and work environment. Research by Jannah, et al (2022) shows that the three variables have a positive and significant effect on employee performance. Meanwhile, there is a difference in results according to

Oktajuviansa, et al (2023) which shows that compensation, work discipline, and work environment do not have a positive and significant effect on employee performance.

From the description above, there is a research gap against previous research, this moves the author to conduct research with the title "The Effect of Compensation, Work Discipline, and Work Environment on Employee Performance at PT. Lotus Boga Lima in Bogor". This research intends to find out whether there is an influence between compensation variables, work discipline, and work environment on employee performance at PT. Lotus Boga Lima. This research needs to be done because it can provide information and recommendations for company management in managing human resources (SDM), more effectively. The results of the research are expected to help in the development of HR management theory and offer practical solutions in efforts to improve the performance of company employees.

LITERATURE REVIEW

Employee Performance

Performance is usually used as a parameter of the success of an organization. If the performance is good then it can be ensured that the organization has succeeded in achieving its goals, and vice versa. Some experts express their opinions about the definition of performance such as according to Wirawan (2019), performance is the result of someone's efforts who has the ability and action in certain situations. According to Mahsun (2016), "Performance (performance) is a

description of the achievement of an activity or program or policy in realizing the goals, objectives, vision and mission of the organization or policy to achieve goals that are included in the organization's strategy". According to Mangkunegara (2019), performance is the result of work in terms of quality and quantity achieved by employees in accordance with their abilities and carrying out tasks according to the responsibilities given by their superiors. Performance can also be interpreted as a person's results and efforts that are achieved with abilities and actions in certain situations. Employee performance indicators used in this research are quality, quantity, task execution, and responsibility. (Mangkunegara, 2019).

Compensation

Compensation is an award given by employees, either directly or indirectly, financially or non-financially. According to Enny (2019), compensation is a reward for services or rewards given by the company to employees as a form of appreciation for their contribution and work to the company for the company's progress in achieving the set goals. Meanwhile, according to Yusuf (2015), effective compensation is the reward received by employees in the form of money or other forms as a result of work in an organization, in the form of salaries, wages, bonuses, incentives, and other benefits. Such as health benefits, holiday allowances, meal allowance, leave allowance and others. Sutrisno (2020), stated that "compensation is all the services received by an employee from his organization as a result of the services/energy he has given to the organization". The compensation indicators in this study are salary, incentives, allowances, and facilities.

(Sutrisno, 2020).

Work Discipline

Discipline is one's awareness and willingness to obey all company rules and applicable social norms. (Hasibuan, 2020). Discipline as a force that develops in the employee's body and causes employees to be able to voluntarily adjust themselves to decisions, rules, and high values of work and behavior. (Sutrisno, 2020). 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 and as an effort to increase one's awareness and willingness to obey all company rules and applicable social norms. The indicators of work discipline in this study are attendance, compliance with work regulations, compliance with work standards, high level of alertness, and ethical work. (Rivai, 2019).

Work Environment

The work environment is one of the direct factors related to employees in doing a job. According to Sedarmayanti (2020), the work environment is a place where there are a number of groups in which there are several supporting facilities to achieve the company's goals according to the company's vision and mission. Whereas according to Nitisemito (2019), the work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned. For example, hygiene, music and others. Because it can affect the work done, every company must strive in such a way that it has a positive impact on employees. According to Sutrisno (2020), defining the work environment is that all the work facilities and infrastructure around the employee is completing the work and can affect the

implementation of the work. This work environment includes workspace, equipment, and work facilities, cleanliness, lighting, tranquility and human working relationships in the workplace. According to Sedarmayanti (2020), the indicators of the physical working environment and the working environment are lighting, air temperature, cleanliness, color use, safety, and facilities. While the non-physical work environment includes the working relationship between subordinates and superiors, the relationship between co-workers.

Hypothesis Development

Compensation is all income in the form of money or goods, directly or indirectly given in rewards or services given to the company, and work discipline is a tool used by managers to communicate with employees so that they are willing to change a change and as an effort to increase awareness and willingness of one to obey all company rules and applicable social norms. Meanwhile, the work environment is an institution or external force that can affect the company's performance. Based on research that has been done before by Jannah (2022), Munawaroh (2022), Kustanto, et al (2019), that compensation, work discipline and work environment have a positive and significant effect on employee performance. Referring to the description, the hypothesis can be formulated as follows:

H1: There is a positive and significant simultaneous influence on compensation, work discipline, and work environment on employee performance.

Sutrisno, (2020) compensation is what an employee receives in return for his work. Compensation can be given in various forms, including:

providing briefing and facilities in the form of career opportunities, in the form of money. Giving money directly such as salary, allowances and incentives. In previous research conducted by Subagyo, et al (2024) showed that compensation has a positive and significant effect on employee performance. Previous research conducted by Yuningsih, et al (2020) shows that compensation has a positive and significant effect on employee performance in the production division of PT. Kusuma Kaisan Sentul-Bogor. As well as the research conducted by Nanulitta, (2018) compensation has a positive and significant effect on employee performance. Referring to the description, the hypothesis can be formulated as follows:

H2: There is a positive and significant influence of compensation on 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 and as an effort to increase one's awareness and willingness to obey all company rules and applicable social norms. Previous research conducted by Putri, et al. (2024), shows that work discipline has a positive and significant effect on employee performance. Furthermore, the research conducted by Ridwan (2019), shows that work discipline has a positive and significant effect both partially and simultaneously on the performance of Sudarijati (2015) employees, showing that partial and simultaneous work discipline has a real effect on employee performance. Referring to the description, the hypothesis can be formulated as follows:

H3: There is a positive and significant influence of work discipline on employee performance.

According to Sedarmayanti (2020), the work environment is the totality of the tools and materials faced, the surrounding environment where someone works, their working methods, and their work arrangements both as individuals and as a group. These results are supported by previous research that proves that the work environment has a positive and significant effect on employee performance carried out by Zhenjing, et al. This is in line with the research conducted by Samsuri (2022), with the title *The Influence of 14 Organizational Culture and Work Environment on Employee Performance in the Midst of the Covid-19 Pandemic at the Pratama Ciawi Bogor Tax Service Office (Kpp)* proving that the work environment has a positive and significant effect on employee performance. Meanwhile, the research conducted by Nanulita, (2018) shows that the work environment has a positive and significant effect both partially and simultaneously on employee performance.

H4: There is a positive and significant influence of the work environment on

employee performance.

METHODS

In this study, a total of 42 people became the research sample. The sampling method used is non-probability sampling with saturated sampling technique (census). The types of data used include primary and secondary data. The data collection method consists of field research carried out by conducting direct observations and interviews and literature studies carried out to obtain secondary data by reading or studying literature in the form of reference books, research journals, and other libraries related to the problem being studied.

Instrument Testing is carried out through validity and reliability tests that ensure that the questionnaire items used in this study are valid and all variables are reliable. In addition, the classic assumption test is carried out to ensure that the regression model meets the normal distribution assumption, free of multicollinearity, and does not show heteroskedasticity.

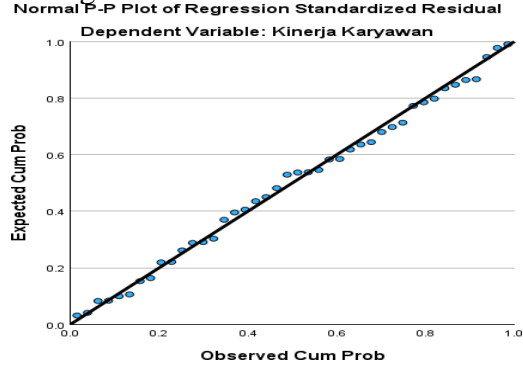
**Tabel 4 Normality Test Result
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		42
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.19416671
Most Extreme Differences	Absolute	.054
	Positive	.053
	Negative	-.054
Test Statistic		.054
Asymp. Sig. (2-tailed) ^c		.200 ^d

Source : Primary Data Processed, 2024

Based on Table 4, the normality test result is known to have a significant

value of $0,200 > 0,05$, it can be concluded that the residual value is normally distributed. Thus, the assumption or normality requirement in the regression model has been fulfilled.

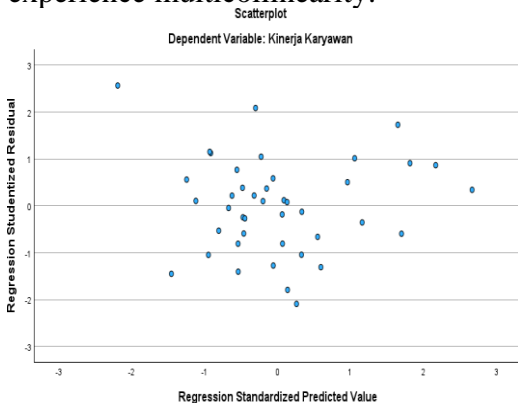


Picture 1. Normal Graph P-P Plot of

Tabel 5. Multicollinearity Test Results

Coefficients ^a			
Model	Collinearity Statistics		Keputusan
	Tolerance	VIF	
Compensation	.744	1.344	Free Multicollinearity
Work Discipline	.735	1.360	Free Multicollinearity
Work Environment	.930	1.075	Free Multicollinearity

Based on Table 5, the results of the multicollinearity test can be seen that the tolerance value of each variable has a value greater than the cutoff value (0.05) and the value of VIF is smaller than 5. This shows that the independent variables in the regression model do not experience multicollinearity.



Pictures 2 Heteroskedasticity Test

Regression Standardized Residual

Based on Figure 1, it can be seen that the data is spread around the line and follows the direction of the diagonal line, so it can be concluded that the data is in a straight line and it can be stated that the data above is normally distributed to meet the normality requirements.

Result

Based on the results of the heteroskedasticity test using the scatter plot in Figure 2, it is known that the data distribution does not show a certain pattern and spreads randomly, both above and below the number 0 on the Y axis. Therefore it can be concluded that there is no heteroskedasticity problem in the data.

RESULT

Employee Response to Compensation, Work Discipline, Work Environment, and Employee Performance

The findings and discussion of this study are based on employee responses related to compensation, work discipline, work environment and employee performance. The result of

the study were measured using the ordinal likert scala model.

Table 6 Recapitulation of Employee Response

Variabel	Average Score	Description
Compensation	3,48	Appropriate
Work Discipline	2,47	Low
Work Environment	2,91	Enough
Employee Performance	2,70	Enough

Based on Table 6, it shows that compensation is in the appropriate category (3,48), which means that the compensation given by the company is sufficient, but does not fully meet the needs of employees. Work discipline is classified as low (2,47), indicating non-compliance with rules and punctuality at work. The work environment is in the sufficient category (2,91), which explains that the working conditions and relationships between some employees'

colleagues are quite good. Overall, employee performance is also in the sufficient category (2,70), which shows that productivity and work effectiveness have not reached the optimal level. This finding shows that inadequate compensation, low work discipline, and a less supportive work environment can affect the decline in employee performance.

Multiple Regression Analysis Results

Table 7 Multiple Regression Analysis Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.126	4.328		.491	.626
	Compensation	.312	.109	.377	2.861	.007
	Work Discipline	.289	.120	.319	2.409	.021
	Work Environment	.180	.083	.254	2.155	.038

a. Dependent Variable: Employee
 Source : Primary Data Processed, 2024
 Based on Table 7, the estimated model regression equation is obtained, namely:
 $Y=2,126+0,312X_1+0,289X_2+0,180X_3+\epsilon$

ε. The result can be interpreted as follows:
 1. The constant (α) has a positive value of 2,126, which means that if the free

variables including compensation, work discipline, and work environment do not change or remain fixed, then employee performance is positive.

2. The coefficient of compensation regression (X1) has a positive value

of 0,312. This means that if compensation increases, it is expected that it will be followed by an increase in employee performance, assuming that the work discipline variable (X2) and the work environment variable (X3) remain fixed.

3. The coefficient of work discipline regression (X2) has a positive value of 0,289. It means that if work discipline increases, it is expected that it will be followed by an increase in employee performance,

assuming that the compensation variable (X1) and the work environment variable (X3) remain fixed.

4. The coefficient of work environment regression (X3) has a positive value of 0.180. It means that if work discipline increases, it is expected that it will be followed by an increase in employee performance, assuming that the compensation variable (X1) and the work discipline variable (X3) remain constant.

Multiple Correlation Test and Determination Coefficient

Table 8 Multiple Correlation Test and Determination Coefficient Model Summary^b

Model	R	R Square	Adjusted R Estimate	Std. Error of the Square
1	.713 ^a	.509	.470	3.318

a. Predictors: (Constant), Work Environment, Compensation, Work Discipline

b. Dependent Variable: Employee Performance Primary data source, Processed in 2024.

Based on Table 8, the R value or correlation of 0.713 which shows that the correlation number of 0.0713 is in a strong category with the r value interval between 0.60- 0.799, then the relationship between the three variabels is unidirectional and strong. So that compensation, work discipline, and work environment are in a strong and

positive category or in the same direction as employee performance. It means that the more appropriate the compensation, the better the work discipline and work environment, the more employee performance will increase and vice versa.

Simultaneous Regression Model Testing (F Test)

Table 9 Test Result F ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	433.023	3	144.341	13.112	0,000 ^b
	Residual	418.311	38	11.008		
	Total	851.333	41			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Compensation, Work Discipline

Primary data source, Processed in 2024.

Based on Table 9, it can be known that the value of $F_{calculate}$ is 13.112 and the value of F_{table} for $\alpha=0,05$ with degrees of freedom $df1=4-1=3$ and $df2=42-3-1= 38$ is 3.24 so it can be known that $F_{calculate} > F_{table}$ ($13.122>3,24$) and $Sig. F 0,000<0,05$,

then it can be concluded that H_0 is rejected and H_a is accepted which states that compensation, work discipline and work environment simultaneously have a positive and significant effect on employee performance.

Partial Regression Model Testing (t-Test)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	2.126	4.328		.491	.626
	Compensation	.312	.109	.377	2.861	.007
	Work Discipline	.289	.120	.319	2.409	.021
	Work Environment	.180	.083	.254	2.155	.038

a. Dependent Variable: Employee Performance

Based on Table 10, it can be seen that the counting value and significant value of each independent. While the table value for $\alpha=0,05$ with degree of freedom $(n-k-1) 42-3- 1= 38$ is 1,686.

The following is a recapitulation of partial testing of Compensation (X1), Work Discipline (X2) and Work Environment (X3):

Table 11 Recapitulation of t Test Resultt

No	Variable	t _{calculate}	t _{table}	Sig.	Conclusion
1.	Compensation (X1)	2,861	1,684	0.007	Have a positive and significant effect
2.	Work Discipline (X2)	2,409	1,684	0.021	Have a positive and significant effect
3.	Work Environment (X3)	2,155	1,684	0,038	Have a positive and significant effect

Primary data source, Processed in 2024.

Based on Table 11, it can be concluded that compensation, work discipline, and work environment partially have a positive and significant effect on employee performance.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of data analysis, it can be concluded that employees of PT. Lotus Boga Lima perceives that compensation is in the appropriate category, work discipline is in the low category, the work

environment is in the sufficient category and employee performance is in the sufficient category. The research results show that compensation, work discipline, and work environment simultaneously have a positive and significant effect on employee performance. Partially, these three variables are also said to have a positive and significant influence on improving employee performance in the company.

Suggestion

With the results of the response regarding compensation, work discipline, work environment, and employee performance of PT. Lotus Boga Lima should need to pay attention to the facilities that must be given to employees to support their work, whether it is facilities or infrastructure, the store manager as a direct supervisor must be able to give good direction and input by always supervising employees while working, holding routine activities outside working hours with the aim of increasing the togetherness of employees with each other, as well as setting work targets that must be completed by employees, as well as the utilisation of time used during the working hours that have been set so that employees do not need to complete beyond their responsibilities.

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