

The Effect of Compensation, Work Environment and Work Discipline on Employee Performance

Muhammad Taufik Lesmana¹, Muhammad Arif², Muhammad Irfan Barus³

Email: muhammadtaufiklesmana@umsu.ac.id

Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah

ABSTRACT

The goal to be achieved in this study is to analyze and determine the effect of the Current Ratio variable on the The purpose of this study was to determine the effect of compensation on employee performance at PT Gracia Pharmindo Medan City. To determine the effect of the work environment on employee performance at PT Gracia Pharmindo Medan City. To determine the effect of Work Discipline on employee performance at PT Gracia Pharmindo Medan City. To determine the effect of compensation, work environment and work discipline on employee performance at PT Gracia Pharmindo Medan City. The approach in this study is an associative approach. The associative approach is an approach where to find out that there is a relationship or influence between the two variables (the independent variable and the dependent variable). Based on the results of the study, it can be concluded that there is a significant effect of compensation on employee performance at PT Gracia Pharmindo Medan City. There is a significant effect of the work environment on employee performance at PT Gracia Pharmindo Medan City. There is a significant influence of Work Discipline on employee performance at PT Gracia Pharmindo Medan City. Simultaneously there is a significant influence between Compensation, Work Environment and Work Discipline on employee performance at PT Gracia Pharmindo Medan City.

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

INTRODUCTION

One of the most important components of the company in supporting the success of achieving the company's vision, mission and goals lies in human resources. With quality human resources, the company can carry out its business activities optimally in order to achieve the level of performance that is the company's target. Through efficient and effective use of human resources, a company will run well. This shows that human resources are the main key that must be considered. Human resources must be managed properly by the company, Human resource management is carried out by managers to employees under them. All employees of the company must be managed properly by managers from the highest level employees to the lowest employees.

Based on the initial research conducted by the author at PT. Gracia Pharmindo Medan City then found several problems related to employee performance, such as, because there are still employees who procrastinate work. There is a condition where compensation is not issued according to the date so that employee performance is not achieved optimally. By giving proper compensation and leaving according to a predetermined date, employees will be able to be more active in working optimally so that employees are able to achieve the targets set by the company.

Then found problems in the work environment that is not providing comfort to employees such as, the room is quite narrow for employees to work and the unavailability of a canteen so that employees have to leave the office to buy food. An employee who works in a

supportive work environment to work optimally then will produce good performance (Fate & Martin, 2018). Furthermore, on work discipline, there are still employees who always leave the workspace during working hours and there are employees who do not complete work reports on time so that employee performance decreases.

LITERATURE REVIEW

Performance

Performance is a function of the ability of workers to accept work goals. Various efforts are made to improve the performance of employees to get good results for the company. The success or failure of a company is determined by many things, one of which is the leadership that runs within the organization. A successful leader is a leader who is able to create an atmosphere and work culture that can spur the growth and development of employee performance (Hartono & Rotinsulu, 2015). Another opinion expressed (Azuar Juliandi, 2014) suggests that performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

(Kristanti & Pangastuti, 2019), some of the employee performance goals are as follows: (1) target achievement; (2) loyalty; (3) training and rewards; (4) promotion; (5) encourage positive behavior or improve their actions that are below performance standards; (6) provides a solid basis for policy making for organizational improvement. factors that affect employee performance Siagian in (Akbar, 2018) states that employee performance is influenced by several factors, namely (1) compensation; (2) work environment; (3) organizational culture; (4) leadership; (5) work motivation; (6) work discipline; (7) job satisfaction; (8) communication and other factors.

Compensation

Compensation is everything that employees receive as remuneration for their work or something that employees receive in cash as a substitute for their service contribution to the company. all types of individual rewards in exchange for performing organizational tasks. Compensation is the primary cost of expertise or work and loyalty in the company's business. Compensation is also the main reason why most people look for work (Daulay et al., 2017).

Compensation is a reward or reward for someone's work. Compensation is what an employee receives in return for the work he provides. Both hourly wages and periodic salaries are designed and managed by the personnel department. Wages as a component of compensation play an important role in efforts to improve employee performance and as a stimulant factor in encouraging employees to achieve goals, so that proper wages for employees must be considered. By providing wages , it is hoped that an employee can be productive and have full responsibility for his duties, so that the company's production volume target can be met. In addition, with the presence of employees and the company will be well established,

(Harahap & Khair, 2019) that the factors that affect compensation are as follows: (1)

Labor Supply and Demand Company's Ability and Willingness (3) Labor Unions / Employee Organizations (4) Employee Work Productivity (5) Government by Law and Presidential Decree (6) Cost of Living (7) Employee Position (8) Education and Work Experience (9) Conditions National Economy (10) Types and Nature of Employment. (Gultom & Jufrizen, 2016), indicators regarding compensation are as follows (1) productivity measurement; (2) efficiency; (3) accident; (4) turnaround labor; (5) absent; (6) quality; (7) rate of return; (8) morals; (9) and employee satisfaction.

Work environment

The work environment is all conditions that are around the workers, so that either directly or indirectly can affect him in carrying out the tasks assigned. A good and pleasant environment will be able to create enthusiasm and enthusiasm for work, and vice versa if the work environment is not pleasant it will be able to reduce enthusiasm and enthusiasm for work (Sinambela & Tanjung, 2018). Suprayitno and (Muhammad Arif et al., 2019) which stated that the creation of a pleasant work environment and able to meet the needs of employees will provide a sense of satisfaction and encourage their morale. On the other hand, a work environment that does not get enough attention will have a negative impact and reduce morale, this is because employees in carrying out their duties experience interference,

The work environment is a very important role in the implementation of the tasks assigned to employees, with a pleasant work environment that provides satisfaction and a sense of comfort so that it affects the improvement of employee work (Hasibuan, 2010). The work environment is a very important component in employees doing work activities. By paying attention to a good work environment or creating working conditions that are able to motivate employees to work, it can have an influence on employee morale. The work environment is everything that is around the workers that can affect themselves in carrying out the tasks assigned.

(Astuti & Lesmana, 2018), the factors that affect the work environment are as follows (1) workplace buildings; (2) spacious workspace; (3) good air ventilation; (4) the availability of places of worship; (5) availability of employee transportation facilities. (Bismala et al., 2020), the benefit of the work environment is to regulate the increase in company productivity. Therefore, the provision of good working environment facilities is sufficient, lest the workforce feel too pampered at work. So that the results achieved are not as expected. So the planning and arrangement of the work environment cannot be ignored, because it affects the course of the work. company operations.

Work Discipline

Work discipline is an attitude that is needed by everyone in an effort to improve performance in order to achieve organizational goals. The application of discipline for employees is expected to improve employee performance. Besides that, it is necessary to support a good work environment, namely a work environment that can support smoothness, security, safety, cleanliness and comfort at work and the existence of adequate facilities so that

employees feel safe, calm and happy in carrying out their duties. - tasks that are charged and become their responsibilities (M Arif, Maulana, & Lesmana, 2020)

Work discipline is an obedient and obedient attitude and is subject to rules based on personal self-awareness without any external coercion. This kind of attitude is not only required from employees as individuals, but also from groups of people who are members of the organization. With work discipline, employees can be more responsible for their duties so that their performance will be better, employees who have work discipline will have better performance which can build employee productivity. With good resources, and good work discipline, good competencies will be created, so that good performance will participate in the organization. (Jufrizen, Gultom, Sitorus, Sari, & Nasution,

Discipline functions to regulate life together, in a certain group or in society so that the relationships that exist between individuals and other individuals become better and smoother (Muhammad Arif et al., 2019). Mangkunegara in (Supomo & Nurhayati, 2018), there are four kinds of discipline indicators, they are as follows:

- Responsibility. Each employee is responsible for the tasks they do.
- Initiative. Providing opportunities for employees to act effectively and think rationally in utilizing the facilities and infrastructure provided by the company.
- Cooperation. This is indicated by the interaction between co-workers and leaders.
- Obedience. Where each member is obliged to comply with all applicable regulations within the company which aims to facilitate the achievement of company goals.

METHODS

The approach in this study is an associative approach, because this research is presented with several arguments accompanied by testing. This is in accordance with the opinion (Sugiyono, 2013) which suggests associative or relationship research is research that aims to determine the relationship between two or more variables and determine their influence. The study conducted research on the effect of compensation, work environment and work discipline on employee performance. This research was conducted at PT. Gracia Pharmino Medan City Jln. Captain Muslim Block B Number 25,26,27 (Penta Valen Building) Medan.

Population is the entire object of research as a source of data that selects certain characteristics in a study. The population in this study were all employees at PT. Gracia Pharmino Medan City as many as 30 employees. Sugiyono, (2018) explains that the sample is a number of samples from the population that have the same characteristics as the population and are directly used as research targets. So the number of samples and the fixed population are all employees of PT. Gracia Pharmino Medan City, as many as 30 company employees.

RESULTS AND DISCUSSION

Classic assumption test

Classical assumption test is a requirement of multiple regression analysis which aims to obtain valid analysis results. The classical assumption test includes normality test,

multicollinearity test, and heteroscedasticity test. The following is a test to determine whether the three classical assumptions are met or not.

Normality test

Data normality testing is carried out to test whether in the regression model, the dependent variable and its independent variables have a normal distribution or not. To detect whether the data is normally distributed or not, it can be seen by looking at the histogram graph and the normal probability graphplots. If the histogram graph is shaped like a bell, then the data is normally distributed. Whereas in normal probability plots, if the points spread close to the diagonal and follow the diagonal line, the data is normally distributed. The best model should have normal data distribution.

This test aims so that in this study can determine whether or not the distribution is normal between the independent variable and the dependent variable or both. Here you can see a graph of the results of research data that has been processed by testing SPSS for windows version 17.00.

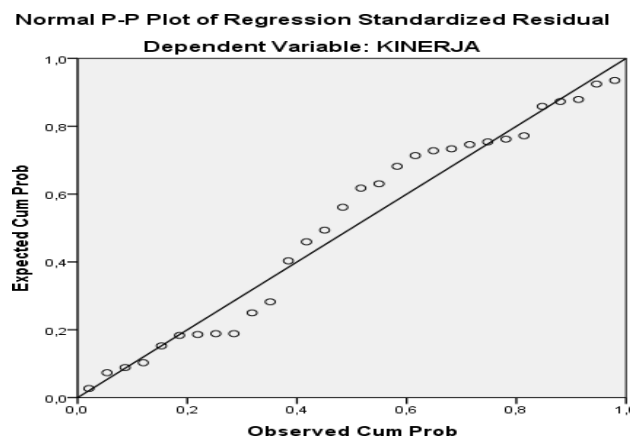


Figure 1. PP Plot Regression Model Normality Test

Based on Figure 1 above, the results of the data normality test can be seen that the data spreads and coincides around the diagram and the results of the points approach the diagonal line. So it can be concluded that the data that is processed is data that is normally distributed and the normal test is met. So that data analysis or hypothesis testing can be carried out with relevant statistical techniques. One of the statistical tests that can be used to test the normality of the residuals is the statistical test, namely the Kolmogrov Smirnovn (ks). This test is used to determine whether the dependent variable and the independent variable or both are normally or not normally distributed. Then the results of the Kolmogrov Smirnov test are Asymp. Sig. Greater than 0.05 (Asymp. Sig. >0.05 is normal) or Asymp. Sig. Smaller than 0.05 (Asymp.Sig. < 0.05 is abnormal).

Multicollinearity Test

This test aims to test whether the regression model found a correlation between the independent variables (independent). A good regression model should be free of

multicollinearity or there is no correlation between the dependent variables. Multicollinearity test can be seen from the value of Tolerance and Variance Inflation Factor (VIF). If the Tolerance value is greater than 0.1 or the VIF value is less than 5, it can be concluded that there is no multicollinearity in the data to be processed.

Both of these measures indicate which independent variables are explained by other independent variables. Tolerance measures the variability of the selected variable which is not explained by other independent variables. So a low Tolerance value equals a high VIF value (because $VIF = 1/Tolerance$).

Table 2. Multicollinearity Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10,471	8,065		1,298	,206		
	Compensation	,168	,176	,179	,955	,348	,924	1.083
	Work environment	,263	,178	,277	1,476	,152	,926	1,080
	Work Discipline	,195	,149	,243	1.310	,202	,949	1.053

a. Dependent Variable: PERFORMANCE

Based on table IV. above, it can be seen that the table does not contain multicollinearity. Because VIF (Variance Inflation Factor) is smaller than 5 ($VIF < 5$). It can be seen that the VIF (Variance Inflation Factor) value for the Compensation variable is 1.083, the Work Environment variable is 1.080 and the Work Discipline variable is 1.053 so that from each variable, namely the independent variable, the VIF value is smaller than 5.

Heteroscedasticity Test

Heteroscedasticity test was conducted to find out whether in a regression model there was inequality of variance and residuals from one observation to another observation. To find out whether or not there was heteroscedasticity in the regression model, the analysis used was the informal method. The informal method of heteroscedasticity testing is the Scatterplot graph method.

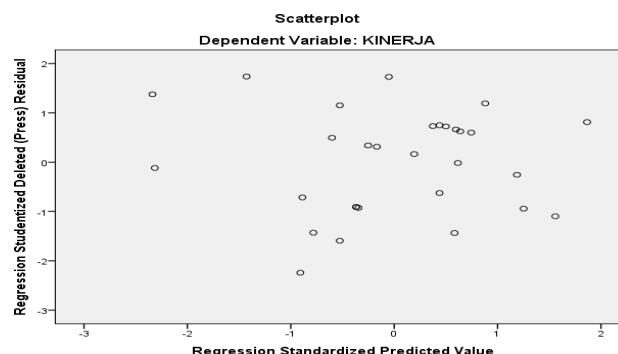


Figure 2. Heteroscedasticity

From the results of the scatterplot, it can be seen that there is an unclear pattern and the dots spread above and below the number on the Y axis. Thus, it indicates that there is no heteroscedasticity. It can be concluded that there is no heteroscedasticity in the regression model so that the regression model is used to see the performance at PT Gracia Pharmindo Medan City based on the independent variables, namely Compensation, Work Environment and Work Discipline.

Multiple Linear Regression

The statistical method used to test the hypothesis is multiple linear regression (multiple regression). Multiple linear regression method relates one dependent variable with several independent variables. This study aims to see the effect of the relationship between the independent variables on the dependent variable by using multiple linear regression analysis, this study has two independent variables, namely Compensation, Work Environment and Work Discipline and one dependent variable, namely Performance.

Table 3. t-test Variable X against Y

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	10,471	8,065		1,298	,206
	Compensation	,168	,176	,179	,955	,348
	Work environment	,263	,178	,277	1,476	,152
	Work Discipline	,195	,149	,243	1.310	,202

a. Dependent Variable: PERFORMANCE

With the following information. Compensation value = 0.168 indicates the Compensation value is increased by 100% then the performance has increased. The contribution given by Compensation to Performance is 0.179 as seen from the Standardized Coefficient. Work Environment = 0.263 indicates the work environment is 100% improved, the performance has increased. The contribution given by the Work Environment to Performance is 0.277 as seen from the Standardized Coefficient. Work Discipline = 0.195 indicates Work Discipline is Improved 100% then Performance has increased. The contribution given by Work Discipline to Performance is 0.243 seen from the Standardized Coefficient.

Hypothesis test

Partial Test (t Test)

Statistical tests were carried out to test whether the independent variable X individually had a significant relationship or not to the Y variable.

The stages of testing are as follows:

1. $H_0: r_s = 0$ means that there is no significant relationship between the independent variables (X) with the dependent variable (Y).

2. $H_0 : r_s = 0$, meaning that there is a significant relationship between the independent variable (X) and the dependent variable (Y).

With the following decision making criteria.

1. H_0 is accepted if $t_{\text{table}} \leq t_{\text{count}}$ t_{table} , at $\alpha = 5\%$ $df = nk$
2. H_0 is rejected if $t_{\text{count}} > t_{\text{table}}$ or $t_{\text{count}} < -t_{\text{table}}$

Based on the partial output, it can be seen the influence of the three independent variables, namely Compensation, Work Environment and Work Discipline. The following table t test calculation results as follows.

**Table 4 t test
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10,471	8,065		1,298	,206
Compensation	,168	,176	,179	,955	,348
Work environment	,263	,178	,277	1,476	,152
Work Discipline	,195	,149	,243	1.310	,202

a. Dependent Variable: PERFORMANCE

Based on table IV. above, the criteria for the t test results are carried out at the level of $\alpha = 5\%$. The results of the t statistical test in the table above can be explained as follows:

Effect of Compensation on Performance

From the results of this study, the significance value of compensation based on the t-test was obtained at 0.348 ($\text{Sig } 0.000 < 0.05$). Thus H_0 is rejected and H_1 is accepted. The conclusion is: there is a significant effect of compensation on performance.

Influence of Work Environment on Performance

From the results of this study, the significance value of the work environment based on the t test was obtained at 0.152 ($\text{Sig } 0.000 < 0.05$). Thus H_0 is rejected and H_1 is accepted. The conclusion: there is a significant effect of the work environment on performance.

The Effect of Work Discipline on Performance

From the results of this study, the significance value of work discipline based on the t-test was obtained at 0.202 ($\text{Sig } 0.000 < 0.05$). Thus H_0 is rejected and H_1 is accepted. The conclusion is: there is a significant effect of work discipline on performance.

F Uji test

The F statistical test was carried out to test whether the independent variable (X) Simultaneous have a significant effect or not on the dependent variable (Y). To calculate the F test with the following formula The stages are as follows:

Test Form H_0 = There is no influence between Compensation, work environment and Work

Discipline on Performance H_a = There is an influence between Compensation, Work Environment and Work Discipline on Performance.

Decision Making Criteria:

Reject H_0 when $t_{hitung} > t_{tabel}$ or $-t_{hitung} < -t_{tabel}$

Accept H_0 when $t_{hitung} \leq t_{tabel}$ or $-t_{hitung} \geq -t_{tabel}$

Based on the results of data processing with the SPSS version 16.00 program, the test statistics are as follows:

Table 5. F Test ANOVA^a

Model	Sum of Squares		df	Mean Square	F	Sig.
1 Regression	11,723		3	3,908	1,557	,224 ^b
Residual	65,244		26	2,509		
Total	76,967		29			

a. Dependent Variable: PERFORMANCE

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

Based on the ANOVA (Analysis Of Variance) test image above, it is obtained that Fcount of 1.557 is greater than Ftable of 4.23 ($1.557 < 4.23$) with a sig level of 0.224 ($\text{Sig. } 0.000 < 0.05$). This shows that H_0 is accepted, based on these results prove that Compensation, Work Environment and Work Discipline together have a significant positive effect on Performance at PT Gracia Pharmindo Medan City.

Coefficient of Determination

The coefficient of determination serves to determine the percentage of the influence of the independent variable and the dependent variable by squaring the coefficients found. In its use, the coefficient of determination is expressed in percentages (%). To find out the extent of the contribution or percentage of the influence of Compensation, Work Environment and Work Discipline on Performance, it can be known through a determination test.

Table 6 Coefficient of Determination Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,390a	,494	0.055	1.58410

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

b. Dependent Variable: PERFORMANCE

In the table above, it can be seen from the overall regression results showing the R square value of 0.494 to determine the extent of the contribution or percentage of the influence of Compensation, Work Environment and Work Discipline on Performance, it can be known through a determination test, namely the Value R Square above, worth 49.4% . This means that

about 49.4% of the dependent variable is Performance, and it can be explained by the independent variables Compensation, Work Environment and Work Discipline at PT Gracia Pharmindo Medan City, which is 49.4%. While the rest of 50.6% which is influenced by other variables that are not examined in this study.

DISCUSSION

Effect of Compensation on Performance

From the results of statistical tests Compensation (X1) has a positive and significant effect on performance (Y) at PT. Gracia Pharmindo Medan City Due to the results of tcount (0.955) > ttable (2.048) with a significant value of 0.348 < 0.05, Ho is rejected and Ha is accepted. The results of this study are in line with previous research conducted by (Jufrizen Jufrizen, 2017) whose research results show that compensation has a positive and significant effect on performance. The results of this study are in accordance with the theory proposed by (Astuti, 2016) that employee performance is influenced by compensation. Compensation is an incentive for someone to do work. If the employee has a strong drive from within himself or from outside himself (eg from the company), then the employee will be stimulated or motivated to do something well.

Influence of Work Environment on Performance

From the results of the statistical test the Work Environment (X2) has a positive and significant effect on the performance (Y) at PT Gracia Pharmindo Medan City. Due to the results of tcount (1.476) > ttable (2.048) with a significant value of 0.152 < 0.05, Ho is rejected and Ha is accepted. The results of this study are in line with previous research conducted by (Gultom et al., 2020) whose research results show that the work environment has a positive and significant effect on performance. The results of this study are in accordance with the theory put forward by (Jufrizen & Rahmadhani, 2020) defining the work environment as all conditions that are around the workers, so that either directly or indirectly can affect him in carrying out the assigned tasks.

The Effect of Work Discipline on Performance

From the statistical test results, Work Discipline (X2) has a positive and significant effect on performance (Y) at PT Gracia Pharmindo Medan City. Due to the results of tcount (0.195) > ttable (2.048) with a significant value of 0.202 < 0.05, Ho is rejected and Ha is accepted. The results of this study are in line with previous research conducted by (Adhan et al., 2019) whose research results show that work discipline has a positive and significant effect on performance. The results of this study are in accordance with the theory put forward by (Astuti & Suhendri, 2019) defining work discipline as a very important attitude needed by everyone in an effort to improve performance in order to achieve organizational goals.

Effect of Compensation, Work Environment and Work Discipline Simultaneously on Performance

Simultaneous testing shows that the variables Compensation (X1), Work Environment (X2) and Work Discipline (X3) have a significant effect on Performance (Y) at PT Gracia Pharmindo Medan City Due to the results of Fcount (1.557) > Ftable (4.23) with a significant value of 0.05 then Ho is rejected and Ha is accepted. With an R Square value of 0.494 or 49.40% which means that the relationship between Performance (Y) and Compensation (X1), Work Environment (X2) and Work Discipline (X3) is low, while the remaining 50.6% are other variables. which were not investigated by this study.

RESULTS

Based on the data obtained in the study regarding the Effect of Compensation, Work Environment and Work Discipline on Employee Performance at PT Gracia Pharmindo Medan City. Respondents in this study amounted to 30 employees, then it has been analyzed, the conclusions are as follows:

1. There is a significant and positive effect of the Compensation variable (X1) on the performance variable (Y) at PT Gracia Pharmindo Medan City which is shown from the results of tcount (0.955) > ttable (2.048) with a significant value of 0.348 < 0.05, which means that compensation has a significant effect on performance. .
2. There is a significant and positive effect of the work environment variable (X2) on the performance variable (Y) at PT Gracia Pharmindo Medan City as shown from the results of tcount (1.476) > ttable (2.048) with a significant value of 0.152 < 0.05, which means the work environment has a significant effect on performance.
3. There is a significant and positive effect of the Work Discipline variable (X3) on the performance variable (Y) at PT Gracia Pharmindo Medan City which is shown from the results of tcount (0.195) > ttable (2.048) with a significant value of 0.202 < 0.05, which means that Work Discipline has a significant effect on performance.
4. From the Fcount test it is 1.557 with a probability of sig 0.224 < 0.05 indicating Ho is rejected and Ha is accepted, meaning that compensation (X1), work environment (X2) and work discipline (X3) have a significant effect on performance (Y) at the level of 0.05 . The coefficient of determination obtained by R Square is 0.494 or 49.40%, which means that the relationship between performance (Y) and compensation (X1), work environment (X2) and work discipline (X3) is low, while the remaining 50.6% is variable. -other variables not examined by this study.

REFERENCES

- Afandi, P. (2016). *Concept & Indicator Human Resources Management*. Yogyakarta: Deepublish.
- Agustina, W., & Bismala, L. (2014). Dampak Pengawasan Dan Kepuasan Kerja Dalam Mempengaruhi Disiplin Kerja PT. Perkebunana Nusantara IV (Persero) Medan. *Jurnal Riset Akuntansi & Bisnis*, 14(1), 1–15.
- Aji, O. P., Sri, S., & Agung, B. (2015). Pengaruh Lingkungan Kerja, Disiplin Kerja dan Kompensasi Terhadap Kinerja Karyawan Perusahaan Percetakan Masscom Graphy

- Semarang. *Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 3(1), 78–86.
- Akbar, S. (2018). Analisis Faktor Faktor Yang Mempengaruhi Kinerja Karyawan. *Jiaganis: Jurnal Ilmu Administrasi Negara & Bisnis*, 3(2), 1–17.
- Arda, M. (2017). Pengaruh Kepuasan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Bank Rakyat Indonesia Cabang Putri Hijau Medan. *Jurnal Ilmiah Manajemen dan Bisnis*, 18(2), 45–60.
- Arianty, N. (2014). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai. *Jurnal Manajemen & Bisnis*, 14(2), 144–150.
- Arif, M, Maulana, T., & Lesmana, M. T. (2020). Pengaruh Kepemimpinan Dan Disiplin Terhadap Kinerja Karyawan Pada Pt Pelindo Cabang Belawan. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi dan Hukum*, 4(1), 106– 119.
- Arif, M, Putri, E. S., Yudi, S., & Jufrizen. (2019). Effect of Compensation and Discipline on Employee Performance. *Proceeding of The 3 rd Internasional Conference on Accounting, Business & Economics (UII- ICABE 2019)*, 1(1), 263–276.
- Astuti, R. (2016). Pengaruh Pengembangan Sumber Daya Manusia terhadap Produktivitas Karyawan pada PT. Karya Plasindo Medan. *Jurnal Ilmiah Manajemen & Bisnis*, 1(1), 148–154.
- Astuti, R., & Lesmana, O. P. A. (2018). Pengaruh Motivasi dan Beban Kerja terhadap Kinerja Perawat pada Rumah Sakit Umum Mitra Medika Medan. *Jurnal Ilman*, 6(2), 42–50.
- Astuti, R., & Suhendri, S. (2019). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan pada PT. Tunas Jaya Utama. *Jurnal Manajemen Bisnis Eka Prasetya : Penelitian Ilmu Manajemen*, 5(2), 1–10.
- Bismala, L., Arianty, N., Farida, T., & Mutholib, M. (2020). *Perilaku Organisasi: Sebuah Pengantar*. Medan: CV. Symphony Baru.
- Budianto, A. A. T., & Kartini, A. (2015). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Pada PT Perusahaan Gas Negara (Persero) Tbk Sbu Distribusi Wilayah I Jakarta. *Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 3(1), 89–105.
- Darmadi. (2018). *Manajemen Sumber Daya Manusia*. Yogyakarta: CV. Budi Utama.
- Daulay, R, Pasaribu, H. K., & Putri, L. P. (2017). *Manajemen*. Medan: Lembaga Penelitian dan Penulisan Ilmiah AQLI.
- Daulay, R, Kurnia, E., & Maulana, I. (2019). Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Pada Perusahaan Daerah di Kota Medan. *Proseding Seminar Nasional Kewirausahaan*, 1(1), 209–218.
- Devita, M. (2017). Faktor Faktor Yang Mempengaruhi Kinerja Karyawan Di Restaurant Alpha Hotel Pekanbaru. *Jom Fisip*, 4(2), 26–42.
- Gultom, D. K. (2014). Pengaruh Budaya Organisasi Perusahaan dan Motivasi Terhadap Kinerja Karyawan pada PT. Perusahaan Gas Negara (Persero) Tbk Medan. *Jurnal Manajemen & Bisnis*, 14(2).
- Gultom, D. K., & Jufrizen, J. (2016). Nilai Nilai Islam sebagai Variabel Moderating pada Pengaruh Bauran Pemasaran Jasa dan Kualitas Pelayanan Terhadap Kepuasan Mahasiswa (Studi di Fakultas Ekonomi Universitas Islam Swasta di Kota Medan).

- Jurnal Ilmiah Maksitek*, 1(1), 35–47.
- Harahap, D. S., & Khair, H. (2019). Pengaruh Kepemimpinan Dan Kompensasi Terhadap Kepuasan Kerja Melalui Motivasi Kerja. *Manggeio: Jurnal Ilmiah Magister Manajemen*, 2(1), 69–88.
- Hartono, W. F., & Rotinsulu, J. J. (2015). Pengaruh Gaya Kepemimpinan, Komunikasi dan Pembagian Kerja Terhadap Kinerja Karyawan Pada PT. Prima Inti Citra Rasa Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(2), 119–134.
- Hasibuan, J. S. (2017). Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Pada PT. Sarana Agro Nusantara Medan. *Kumpulan Jurnal Dosen Universitas Muhammadiyah Sumatera Utara*, 3(2), 19–34.
- Hasibuan, J. S., & Handayani, R. (2017). Pengaruh Disiplin dan Motivasi Terhadap Kinerja Karyawan pada PT. Kemasindo Cepat Nusantara Medan. *Jurnal Manajemen & Bisnis*, 8(10), 419–428.
- Jufrizen, J. (2018). Peran Motivasi Kerja Dalam Memoderasi Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Prosiding: The National Conferences Management and Business (NCMAB)*, 405– 424.
- Jufrizen, J., Gultom, D. K., Sitorus, S. A., Sari, M., & Nasution, M. I. (2018). The Effect Of Organizational Culture And Islamic Work Ethic On Permanent Lecturers' Job Satisfaction, Organizational Commitment And Work Performance. *Proceeding International Conference of Economic Studies (ICOES)*, 179–186.
- Jufrizen, J., Lumbranraja, P., Salim, S. R. A., & Gultom, P. (2017). The Effect of Compensation, Organizational Culture and Islamic Work Ethic Towards the Job Satisfaction and The Impact on the Permanent Lecturers. *International Business Management*, 11(1), 53–60.
- Juliandi, A., Irfan, I., & Manurung, S. (2015). *Metodelogi Penelitian Bisnis Konsep dan Aplikasi*. Medan: UMSU PRESS.
- Juliandi, A. (2014). Parameter Prestasi Kerja Dalam Perspektif Islam. *Jurnal Manajemen & Bisnis*, 14(1), 34–48.
- Julita, J., & Arianty, N. (2018). Pengaruh Komunikasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Jasa Marga (Persero) Tbk Cabang Belmera Medan. *Prosiding Seminar Nasional Multidisiplin Ilmu Universitas Asahan*, 195–205.
- Kadarisman, M. (2014). *Manajemen Kompensasi*. Jakarta: PT. Raja Grafindo Persada.