

# THE INFLUENCE OF MOTIVATION, LEADERSHIP STYLE, COMPENSATION ON WORK DISCIPLINE AT PT. CANDI JAYA AMERTA TANGGULANGIN SIDOARJO

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Motivation, Leadership Style, compensation</p>	<p>HR is the company's most crucial part. Human resources help the organization achieve its goals. Companies should prioritize employee needs. Paying employees for their job is crucial to their needs. Company productivity is affected by leadership style. One is compensation and discipline motivation. This study examined the impact of leadership style and compensation on PT. Candi Jaya Amerta Sidoarjo's work discipline and employee performance discipline. Temple of Jaya Amerta The research data is quantitative descriptive with two independent variables. All 50 production staff of PT. Candi Jaya Amerta were given questionnaires, and 50 samples were collected. Then tested instruments and classical assumptions. SPSS version 23 will evaluate multiple regression. The study found no positive and insignificant influence of pay equity and workload balance on PT. Candi Jaya Amerta employees' work discipline motivational variables.</p>
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## 1. INTRODUCTION

The cultivation of discipline holds significant importance in the realm of human existence, since it necessitates a consistent and ongoing effort to transform discipline into a habitual practice. Individuals who achieve success in their professional endeavors typically exhibit a notable level of discipline, while those who experience failure tend to demonstrate a lack of discipline. Discipline refers to a systematic approach involving training and education aimed at enhancing one's capacity to engage in active and creative thinking and behavior. Discipline refers to the act of individuals within an organization adhering to established norms in order to establish a state of orderliness (Fauzi, 2009: 1).

The observed tendency in the field pertains to staff discipline, as evidenced by temporary observations conducted at PT. Jaya Amerta Temple. These observations reveal the presence of multiple difficulties with district affairs. The issues encompass a lack of optimal performance among certain employees, as evidenced by their relaxed demeanor during working hours, inconsistent adherence to punctuality, non-compliance with established work procedures, and failure to adhere to the prescribed dress code, among other concerns.

The impact of leadership within an organization is extensive, encompassing several aspects such as employee behavior. Effective leadership that possesses the ability to motivate and inspire employees is likely to enhance work discipline. Conversely, in the absence of employee support, leadership may result in a decline in employee motivation, since a lack of empathy towards the leader may lead to a decrease in job productivity. Effective leaders strive to implement a flexible disciplinary approach, enabling their subordinates to fulfill their responsibilities and exhibit self-discipline driven by employee awareness rather than coercion. Conversely, authoritarian leaders tend to enforce their own will upon their subordinates, resulting in a form of discipline that is not rooted in the subordinates' own consciousness.

The implementation of supervision by superiors on employees facilitates improved job performance, while also fostering the cultivation of work discipline. Consequently, this can contribute to the development of responsible employee characteristics, so enabling effective and efficient execution of tasks. According to Handoko (2003: 361), supervision is implemented with the purpose of establishing regulations that try to anticipate any issues or deviations from the established standards or goals, as indicated by Sujak (1990:18). Effective leadership entails the careful selection of a leadership style that aligns optimally with the factors inherent in a given circumstance. The leadership style employed by a superior has a significant impact on the development of leadership traits in individual employees. The organization implements a range of leadership styles, starting with autocracy and progressing towards

*The Influence Of Motivation, Leadership Style, Compensation On Work Discipline At Pt. Candi Jaya Amerta Tanggulangin Sidoarjo. Dinda Deviedi Putri, et.al*

democracy, with the aim of influencing the individual nature and character of its personnel. The rationale behind this behavior is that employees adhere to all directives and regulations issued by the organization to its workforce.

As stated by Nawawi (2005: 351), motivation refers to a state or circumstance that stimulates or instigates an individual to engage in an action or undertaking. Motivation is provided to instill in employees a sense of personal growth and a drive to contribute positively and effectively to the organization. Motivation typically manifests as an incentive or an award provided to employees, with the aim of generating interest and fostering a competitive drive towards its attainment. Hence, motivation plays a crucial role in attaining high levels of performance. According to Simamora (1997, as cited in Kadarisman, 2012:10), compensation refers to the remuneration and tangible perks that employees receive within the context of their employment agreement. Compensation refers to the remuneration that employees receive in return for their contributions made to the organization.

According to Hasibuan (2008, p. 193-198), the occurrence of employee indiscipline can be attributed to a lack of awareness regarding the significance of discipline as a facilitator of efficient work processes. Self-awareness refers to an individual's conscious adherence to established regulations and their cognizance of their obligations and duties. In respect to work discipline, various elements contribute to the manifestation of work discipline behavior. These factors include goals and skills, exemplary leadership, remuneration, fairness, discretion, punitive punishments, firmness, and human relations. In addition to the aforementioned elements, there exist other variables that are associated with work discipline. According to Desy's (2004) study, there are additional elements that are associated with work discipline, including the level of control exerted by supervisors.

Given the aforementioned characteristics, the researcher expresses a keen interest in conducting an empirical investigation to examine the relationship between one specific component and work discipline. Simamora (2006, p. 451) asserts that the inclusion of justice is a crucial element to be taken into account while formulating and executing a compensation system. Justice can be conceptualized as the equilibrium between the contributions made by individual employees to their respective job roles and the outcomes they receive from those roles. Compensation holds significant importance for individual employees, as it serves as a reflection of their job worth, impacting not just themselves but also their families and the broader community. The significance of remuneration for corporations lies in its reflection of the company's endeavors to retain human resources, hence fostering employee loyalty and dedication (Handoko, 1994, p. 155). The provision of generous compensation also yields a favorable influence on work discipline. On the other hand, the failure of management to adequately provide pay may have a detrimental effect on the level of work discipline exhibited by employees (Sastrohadwiry, 2003, pp. 294-295).

Based on the aforementioned definition, it can be inferred that employee views of pay encompass an evaluation of the equilibrium between the remuneration provided by the firm, in the form of awards or rewards, and the services rendered by employees in attaining organizational objectives. Among the several aspects that influence performance, it is noteworthy that certain firms encounter challenges pertaining to the conditions that affect employee performance. Commencing with the act of arriving tardily to engagements, followed by the failure to do tasks within the designated timeframe.

## 2. METHODS

This is explanatory research. This study tests a theory or hypothesis to support or refute previous research. This survey included 50 PT. Candi Jaya Amerta personnel. PT. Candi Jaya Amerta staff were utilized to choose the sample. Because the population is known, researchers utilized purposeful sampling. The 50-person research sample for PT. Candi Jaya Amerta freelance daily employees follows these parameters. Arikunto (2010: 112) recommends sampling the entire population for a population study if the population is less than 100.

The independent factors are salary fairness and workload balance, and the dependent variable is job satisfaction. This study's dependent variable is Work Discipline, giving each population member equal chances to be sampled. Arikunto (2010: 112) recommends sampling the entire population for a population study if the population is less than 100. If the population exceeds 50, 10-15% or 20-25% can be taken.

Based on the topic, explore Motivation (X1), Leadership Style (X2), Compensation (X3), and Work Discipline (Y). Field research, namely a questionnaire, collected data for this study.

### 3. RESULTS AND DISCUSSION

PT. Jaya Amrita personnel participated in this study. Results of questionnaire distribution to 50 respondents by gender, age, and education. The respondents in this study are grouped to clearly identify them as the research subject.

**Table 1.** Characteristics of Respondents by Gender

Gender of Respondents	Amount	Percentage %
Man	19	38%
Woman	31	62%
<b>Total</b>	<b>50</b>	<b>100%</b>

The majority of casual daily employees at PT. Candi Jaya Amerta temple are female (62%).

**Table 2.** Characteristics of Respondents by Age

Age of Respondents	Amount	Percentage %
17-20	3	4%
20-25	28	56%
>25	20	40%
<b>Total</b>	<b>50</b>	<b>100%</b>

The majority of respondents employed at PT. Candi Jaya Amerta fell between the age range of 20-25 years, accounting for 56% of the total. This was followed by respondents aged 17-20 years, constituting 4% of the sample, while individuals above the age of 25 accounted for 40% of the respondents. The minimum age requirement set by PT. Candi Jaya Amerta is between the ages of 17 and 20, accompanied with a presentation of 4%.

**Table 3.** Characteristics of Respondents Based on Education

Education	Amount	Percentage %
SD	0	0%
JUNIOR HIGH SCHOOL	6	12%
high school	20	40%
DIPLOMA	5	10%
S1	15	30%
S2	3	6%
S3	1	2%
<b>Total</b>	<b>50</b>	<b>100%</b>

Most employees at PT. Candi Jaya Amerta have at least a high school diploma (40%), followed by a diploma (10%), a bachelor's degree (15%), a master's degree (6%) and a doctorate (2%) from accredited institutions. PT. Jaya Amerta Temple S3 has a 2% presentation requirement for the minimum educational level of its personnel.

**Table 4.** Independent variable of leadership style (X1)

Pernyboss	frequencyi					Number of Respondents
	SQ	S	N	S	STS	
1. The leader gives the right direction.	23	25	1	1	0	50
2. The leader explains the orders clearly	17	25	7	1	0	50
3. The leadership gave me the opportunity to express my opinion	16	26	7	1	0	50
4. Leaders provide guidance to me	17	27	6	0	0	50
5. The leadership pays attention to hearing my complaint	15	20	14	1	0	50
6. Leaders involve me in making decisions	17	18	12	3	0	50
7. Leaders involve me in solving problems	12	24	13	1	0	50
8. Leaders help my work	15	25	8	2	0	50
9. The leader is right in giving assignments	13	28	8	1	0	50
10. The leadership has full trust in me	20	24	5	1	0	50
11. Leaders are effective in communicating	20	21	8	0	1	50

The table shows that responses of "agree," "strongly agree," "neutral," and "strongly disagree" dominate the responses to the questionnaire about the leadership style indicators described through 11 statement items. Multiple responses for each indicator demonstrate that most respondents are positive about the company's leadership.

**Table 5. Compensation variable (X2)**

Statement	st	Frequency				Amount Respondents
		S	N	TS	STS	
1. Leaders are effective in communicating	20	21	8	0	1	50
2. I get my salary every month on time	27	17	5	0	1	50
3. Leaders will reward high achieving employees	15	28	5	1	1	50
4. While working I get security guarantees	11	28	9	1	1	50

The table shows that there are statements in the workload balance variable for which agree replies predominate, along with strong disagree, disagree, and neutral responses to this questionnaire question. Many indicators point to respondents' trust in the company's ability to pay them fairly for their job.

**Table 6. Motivation Variable (X3)**

Statement	st	Frequency				Amount Respondents
		S	N	TS	STS	
1. I like jobs that provide more physical security	24	20	6	0	0	50
2. I prefer giving directions to other people	14	26	9	0	1	50
3. I want to achieve good work bonuses	17	24	8	0	1	50
4. I can influence other people	14	27	7	1	1	50
5. I am satisfied because I got health insurance	18	26	6	0	0	50
6. I can escort other people who are in my work group	12	27	11	0	0	50
7. I prefer to emphasize physical safety at work	9	29	10	2	0	50
8. I tend to try to get other people to accept my ideas	15	28	7	0	0	50
9. The agency gives bonuses to me if my work results reach or exceed the set targets	16	20	13	1	0	50
10. I like a job that guarantees a future	14	32	3	1	0	50
11. I like to be the leader in the group I work with	17	20	13	0	0	50

The table shows that agree answers predominate for the 2 indices of salary fairness provided by the 12 statement items, while strong disagree, disagree, and neutral responses are also present. Multiple indicators show that PT. Candi Jaya Amerta's employees as a whole are happy with their working conditions.

### Analysis of Research Results

#### Validity Test Results and Reliability Tests

##### a. Validity test

When the value of  $r$  count is greater than 0.5, as was the case when validating the items in the motivation, leadership style, and compensation for work discipline variable, we can conclude that these items are reliable and accurate measures of their respective constructs. Validity demonstrates the questionnaire's ability to accurately measure its intended variables. The significance threshold of 0.05 was used in the SPSS Test for Linearity. A linear relationship between two variables is defined as one in which the significance level between them (Linearity) is less than 0.05. So, the sum score is tied to the scores on the individual items.

**Table 7. Validity Test Results**

No	Variable	Items	Correlation	Probability	Information
			Coefficient (r)		
1	Motivation	X1.1	461**	0.001	Valid
		X1.2	672**	0.000	Valid
		X1.3	715**	0.000	Valid
		X1.4	620**	0.000	Valid
		X1.5	629**	0.000	Valid
		X1.6	582**	0.000	Valid
		X1.7	584**	0.000	Valid
		X1.8	753**	0.000	Valid

		X1.9	657**	0.000	Valid
		X1.10	579**	0.000	Valid
		X1.11	555**	0.000	Valid
		X2.1	789**	0.000	Valid
2	Leadership Style	X2.2	776**	0.000	Valid
		X2.3	698**	0.000	Valid
		X2.4	470**	0.001	Valid
		X3.1	435**	0.002	Valid
		X3.2	492**	0.000	Valid
		X3.3	653**	0.000	Valid
		X3.4	598**	0.000	Valid
		X3.5	487**	0.000	Valid
3	Compensation	X3.6	423**	0.002	Valid
		X3.7	602**	0.000	Valid
		X3.8	674**	0.000	Valid
		X3.9	534**	0.000	Valid
		X3.10	521**	0.000	Valid
		X3.11	457**	0.000	Valid
		Y. 1	465**	0.001	Valid
		Y.2	472**	0.001	Valid
		Y.3	550**	0.000	Valid
		Y.4	636**	0.000	Valid
4	Work discipline	Y.5	569**	0.000	Valid
		Y.6	591**	0.000	Valid
		Y.7	522**	0.000	Valid
		Y. 8	577**	0.000	Valid
		Y.9	566**	0.000	Valid
		Y.10	475**	0.000	Valid

The data in the table show that the variables described above are valid since  $> r$  table for 36 out of a possible 36 questions. And the significance level (2-tailed) is higher than 0.05. This study is limited to using only the first six of the six valid statements on the measure "job satisfaction" (Y).

#### b. Reliability Test

The results of the reliability test are said to be reliable if Cronbach's alpha is above 0.6

**Table 8.** Reliability Test Results

No	Variable	Alpha	Information
1	Motivation(X1)	0.837	Reliable
2	Leadership Style(X2)	0.640	Reliable
3	Compensation(X3)	0.753	Reliable
4	Work Discipline (Y)	0.734	Reliable

The table above shows that the questionnaire question items to measure the four research variables are reliable and can be used in this study.

#### Classic assumption test

##### a. Linearity Test

**Table 9.** Linearity Test Results

			ANOVA Table				
			Sum of Squares	Df	MeanSquare	F	Sig.
Unstandardized Residual *	Between Groups	(Combined) Linearity	302,791	44	6,882	1,059	.538
Unstandardized Predicted Value		Deviation from Linearity	.000	1	.000	.000	1,000
			302,791	43	7,042	1,083	.525
	Within Groups		32,500	5	6,500		
	Total		335,291	49			

**b. Normality test**

**Table 10.** Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		50
Normal Parameters, b	Means	.0000000
	std. Deviation	2.61585081
Most Extreme Differences	absolute	.122
	Positive	.064
	Negative	-.122
Test Statistics		.122
asymp. Sig. (2-tailed)		.060c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

From the normality test using the Kolmogorov-Smirnov test, the Asymp value is calculated. Sig (2 tailed) is 0.60 since the significant value is > 0.05, proving the data is normally distributed.

**Multiple Linear Regression Analysis**

**Table 11.** Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	9,985	3,944		2,532	.015
	TOT. X1	.367	.129	.467	2,858	006
	TOT. X2	-.525	.301	-.275	-1,744	088
	TOT. X3	.514	.150	.563	3,420	001

a. Dependent Variable: TOT.Y

The results of the analysis can be stated as follows:

1. The regression coefficient for Motivation (X1) is 0.467 (positive value) (b1 = 0.467). The positive coefficient suggests that X1 affects Work Discipline (Y).
2. The Leadership Style variable (X2) has a positive regression coefficient (b2 = 0.467). The positive coefficient suggests that X2 affects Work Discipline (Y).
3. b3 = 0.563 (positive value), indicating a 0.563 regression coefficient for Compensation (X3). The positive coefficient shows that X3 affects Work Discipline (Y).

**hypothesis**

**Hypothesis 1 Testing: Motivation (X1) partially influences Work Discipline (Y)**

The coefficient of influence of motivation on work discipline is <0.242, with a significant value of 0.003 (sig. <0.05), rejecting H0. This supports the first hypothesis that motivation has a significant effect on work discipline. The more regularly PT. Candi Jaya Amerta Sidoarjo motivates, the more discipline it has.

**Partial Test Results (T)**

The independent variable partially affects the dependent variable if tcount > ttable (1.65765) at 0.05.

**Table 12.** Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	9,985	3,944		2,532	.015
	Motivation. X1	.367	.129	.467	2,858	006
	Leadership Style. X2	-.525	.301	-.275	-1,744	088
	Work Discipline. X3	.514	.150	.563	3,420	001

Dependent Variable : Y

The table data above shows that the t test findings will be interpreted as follows:

- The variable Motivation (X1) has a strong influence on work discipline, as indicated by t count 2.858 > t table 1.65765.
- Leadership Style Variable (X2) t count = -1.744 > t table = 1.65765 = Conclusion. The variable Leadership style significantly affects work discipline, acknowledged.
- Conclusion: Compensation Variable (X3) t count value 3.420 > t table 1.65765. Ha which reads Compensation factors significantly affect work discipline, accepted.

**Table 13.** F Test Results (Simultaneous)

ANOVAa						
Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	483,209	3	161,070	22,098	.000b
	residual	335,291	46	7,289		
	Total	818,500	49			

a. Dependent Variable: TOT.Y

Predictors: (Constant), TOT.X3, TOT.X2, TOT.X1

The ANOVA table F test results show that 22,098 > F table (2.68) with a significance of 0.000. If significant ( $p < 0.05$ ), the regression model can predict motivational (X1), leadership style (X2), and compensation (X3), which impact work discipline.

**Table 14.** Results of the Coefficient of Determination (R Square / R2)

Summary model b					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	
1	.768a	.590	.564	2.69980	

a. Predictors: (Constant), TOT.X3, TOT.X2, TOT.X1

b. Dependent Variable: TOT.Y

The table above shows that the R Square value is 0.590, meaning that the independent factors in this study explain 43% of the study's effect while other variables explain 57%. R Square 0.590 indicates that motivation, leadership style, and work discipline pay have little effect.

## Discussion

The results showed that motivation (X1), leadership style (X2), and compensation (X3) affect work discipline. This study uses 50 PT. Candi Jaya Amerta Sidoarjo staff samples. The data analysis method is multiple linear regression. The variables will be discussed as follows:

- Effect of motivation on work discipline  
H1 states that motivation somewhat affects job discipline is acceptable. The t test with sig. 0.002 > 0.05 reveals that consumer preferences positively and significantly affect purchase decisions. The beta coefficient of 0.293 shows that motivation improves work discipline. Motivated workers are more disciplined. According on questionnaire responses, item 3.87 has the highest mean score.
- Influence of leadership style on work discipline  
H2: Leadership style somewhat affects work discipline is allowed. The t test with sig. 0.001 > 0.05 reveals that leadership style affects work discipline. The beta coefficient of 0.317 shows that leadership style affects work discipline. Thus, less leadership means less work discipline. According on questionnaire responses, item 3.55 has the highest mean score.
- Effect of Compensation on work discipline  
Third hypothesis (H3): pay somewhat impacts work discipline is acceptable. The t test with sig. 0.042 > 0.05 reveals that compensation affects work discipline. The beta coefficient of 0.199 shows that remuneration affects work discipline. Thus, remuneration greatly affects business work discipline. According on questionnaire responses, item 3.45 has the highest mean score.
- Effect of motivation, leadership style, compensation on work discipline  
Accept H4, which states that motivation, leadership style, and compensation affect work discipline simultaneously. The F test shows that 0.000 is less than 0.05, indicating a significant result. This means motivation, leadership, and compensation affect work discipline. The Fcount is 13.418 with a sig. 0.000. If sig. < 0.05, H1 is approved.

In general, this investigation was successful. The descriptive analysis shows good research circumstances for the variables. The data from the many respondents to each research variable's conditions shows this. The results showed that motivation (X1), leadership style (X2), and compensation (X3) affect work discipline. This study involves 120 PT. Karyamitra Budisentosa staff samples. The data analysis method is multiple linear regression. The variables will be discussed as follows:

Motivation affects work discipline Acceptable hypothesis 1: Motivation partially impacts work discipline. The t test with sig. 0.002 > 0.05 reveals that consumer preferences positively and significantly affect purchase decisions. The beta coefficient of 0.293 shows that motivation improves work discipline. Motivated workers are more disciplined. According on questionnaire responses, item 3.87 has the highest mean score.

e. Influence of leadership style on work discipline

H2: Leadership style somewhat affects work discipline is allowed. The t test with sig. 0.001 > 0.05 reveals that leadership style affects work discipline. The beta coefficient of 0.317 shows that leadership style affects work discipline. Thus, less leadership means less work discipline. According on questionnaire responses, item 3.55 has the highest mean score.

f. Effect of Compensation on work discipline

Third hypothesis (H3): pay somewhat impacts work discipline is acceptable. The t test with sig. 0.042 > 0.05 reveals that compensation affects work discipline. The beta coefficient of 0.199 shows that remuneration affects work discipline. Thus, remuneration greatly affects business work discipline. According on questionnaire responses, item 3.45 has the highest mean score.

#### 4. CONCLUSION

Motivation does not improve work discipline at PT. Candi Jaya Amerta Sidoarjo. The leadership style variable does not improve work discipline at PT. Candi Jaya Amerta Sidoarjo. The remuneration variable does not improve work discipline at PT. Candi Jaya Amerta Sidoarjo. At PT. Candi Jaya Amerta Sidoarjo, motivation, leadership style, and salary have no good or substantial effect on work discipline.

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