



**THE INFLUENCE OF REWARD, WORK DISCIPLINE, AND
COMPENSATION ON EMPLOYEE PERFORMANCE AT PT. METAL
HITECH ENGINEERING**

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Abstract

This study aims to determine the influence of reward, work discipline, and compensation on employee performance at PT. Metal Hitech Engineering. The research employs a quantitative method with data collection conducted through questionnaires distributed to 65 respondents. Data analysis was performed using multiple linear regression, along with validity tests, reliability tests, and classical assumption tests. The results of the study indicate that reward, work discipline, and compensation have a positive and significant impact on employee performance.

Keywords: Reward, Work Discipline, Compensation, Employee Performance



INTRODUCTION

Human resources are one of the important factors that determine the success of a company, so if there are problems related to human resources, they must be the main focus to be resolved immediately. The important role of Human Resources is not only as a strategy implementer, but also as the main driver of improving the company's overall performance and productivity (Hasibuan, 2016). In the current era of globalization and digitalization, companies are required to increase efficiency and competitiveness in order to survive in increasingly competitive competition. However, one of the main challenges faced is the low quality of human resources, so they need to be equipped with knowledge, skills, and work attitudes that support the implementation of tasks effectively. Having quality human resources contributes directly to company performance, especially through employee performance. According to Wibowo (2017), the concept of performance success can be seen from the work results achieved by individuals, both in terms of quality and quantity, when carrying out tasks according to the responsibilities entrusted. Adhari (2020:77) explains that employee performance is the result produced from a particular job function or activity in a particular field of work over a certain period, which shows the quality and quantity of the work.

PT. Metal Hitech Engineering is a company engaged in the field of pressure vessels, LPG cylinders, and bodywork located in Gresik Regency. Based on the results of observations conducted at PT. Metal Hitech Engineering. It was found that there were problems related to employee performance in the company, namely a decline in employee performance over the past three years, which can be seen from the following table



**Employee Performance Recapitulation
PT. Metal Hitech Engineering 2021- 2023**

Aspect	Weight (%)	Year					
		2021		2022		2023	
		Value Achieved	Score (%)	Value Achieved	Score (%)	Value Achieved	Score (%)
Compliance with SOP	20	90	18,0%	85	17,0%	80	16,0%
Quality of Work	20	88	17,6%	83	16,6%	78	15,6%
Effective Communication	20	86	17,2%	80	16,0%	75	15,0%
Timeliness	20	84	16,8%	78	15,6%	73	14,6%
Quantity of Work	20	82	16,4%	76	15,2%	72	14,4%
Total	100		86,0%		80,4%		75,6%

Source: HR & GA PT. Metal Hitech Engineering (2024)

From the table, it can be seen that in 2021 the total percentage of employee performance reached 86.0%, then in 2022 employee performance decreased by 80.4%, and in 2023 the total percentage of employees decreased again to 75.6%. Based on these data, it can be concluded that the performance of PT. Metal Hitech Engineering employees in the last three years, from 2021 to 2023, show a downward trend. This decline is caused by several employees who have not been able to meet work targets according to the indicators set by the company.

The decline in employee performance is also caused by several other factors that can influence it, namely, the reward system at PT. Metal Hitech Engineering shows a decrease in the nominal award from 2022 to 2024, where the best employee 1, who initially received IDR 1,000,000 in 2022, decreased to IDR 950,000 in 2023 and IDR 1,000,000 in 2024. 900,000 in 2024. The same thing happened to the best employee 2, with shopping vouchers decreasing from IDR 300,000 to IDR 250,000, then decreasing again to IDR 200,000 in 2024. The decrease



in rewards has the potential to reduce performance, especially for employees who rely on it as a form of appreciation. Also, the lack of transparency and communication regarding the policy can lead to employee dissatisfaction. In addition, the level of discipline also fluctuated during 2023, which can be seen from the employee absence data as follows:

**Employee Attendance Data
PT. Metal Hitech Engineering 2023**

No	Month	Number of Working Days	Number of Employees	Number of Lateness	Percentage %
1	January	22	69	36	2,37%
2	February	20	69	43	3,11%
3	March	23	69	18	1,13%
4	April	20	69	38	2,75%
5	May	23	69	27	1,70%
6	June	22	69	34	2,23%
7	July	21	69	49	3,38%
8	August	23	69	29	1,82%
9	September	21	69	31	2,13%
10	October	22	69	34	2,23%
11	November	22	69	41	2,70%
12	December	21	69	20	1,38%

Source: HR & GA PT. Metal Hitech Engineering (2024)

Based on the table above, it can be seen that the level of employee discipline is still lacking. In general, the number of employee delays at PT. Metal Hitech Engineering which occurs every month, shows a fluctuating figure, with an average monthly delay in the range of 2.23%. The lowest level of delay occurred in March 2023, with a percentage of 1.13%, while the highest level of delay occurred in July 2023, with a percentage of 3.38%. In addition, there is a phenomenon that occurs is that the compensation given by PT. Metal Hitech Engineering to employees is still below the UMR that has been set, quoted through the Gresik Manpower Office, the UMR in 2024 was IDR 4,642,03, while



the compensation received by employees of PT. Metal Hitech Engineering was the highest at IDR 4,050,000 per month. Inappropriate compensation policies greatly affect employee performance, because the mismatch between compensation and workload or achievement can reduce employee enthusiasm in completing their work, which ultimately has an impact on decreased performance. Based on these problems, it shows that rewards, work discipline, and compensation are factors that need more attention in efforts to improve employee performance. Therefore, this study was conducted to analyze the effect of rewards, work discipline, and compensation on employee performance at PT. Metal Hitech Engineering. The references used in the study are based on previous research.

Researcher Name & Year	Title	Method and Substance	Research Results
Euis & Wenny (2024)	The Influence of Work Discipline, Motivation, and Compensation on Employee Performance (Study at PT Billy Indonesia)	Method: Multiple linear regression analysis Substance: Employee performance	The results of the study show that work discipline, work motivation, and work compensation have a positive and significant partial effect on employee performance.
I Putu, dkk (2024)	The Influence of Rewards, Work Discipline, and Work Stress on Employee Performance at PT. Rajawali Asia Bali	Multiple linear regression analysis, F test and t test, observation & questionnaire Substance: Employee performance	The results of this study indicate a significant positive impact separately between rewards, work discipline, and employee performance, as well as a significant negative impact between work pressure and employee performance.



Nurul & Jasmani (2024)	The Influence of Compensation and Work Discipline on Employee Performance at PT. Garama Property in South Jakarta	Validity test, reliability test, classical assumption test, regression analysis, correlation coefficient, determination coefficient and hypothesis test Substance: Employee performance	The findings of this study indicate that compensation and work discipline have a significant influence, both separately and simultaneously, on employee performance.
Gajali, dkk (2023)	The Effect of Reward Giving and Job Satisfaction on Employee Performance at PT Bumi Jaya CRF	Explanatory research, multiple linear regression analysis Substance: Employee performance	The results of the study indicate that the reward factor has no significant impact on employee performance, while the job satisfaction factor has a significant influence on employee performance. In addition, simultaneous testing indicates that the reward factor and job satisfaction have an effect on employee performance at PT Bumi Jaya CRF.
Tauwi, (2023)	The Influence of Compensation, Rewards and Work Discipline on Employee Performance at the Palm Oil Processing Plant of PT. Tani Prima Makmur	Multiple linear regression analysis Substance: Employee performance	The research results reveal that compensation, rewards, and discipline in the workplace simultaneously have a positive and significant impact on employee performance. Compensation, rewards, and work discipline each



			also have a positive and significant influence on employee performance at the palm oil mill of PT. Tani Prima Makmur.
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Based on the explanation above, the purpose of this study is to analyze the effect of rewards, work discipline, and compensation on employee performance at PT. Metal Hitech Engineering. The results of this study are expected to be a reference for companies in formulating strategies to improve employee performance through the management of factors that have a significant influence.

LITERATURE REVIEW

Reward

A reward is a form of appreciation given by the company to employees as an appreciation for their contribution, both financially and non-financially. The provision of rewards is intended to provide motivation and increase the spirit and performance of employees. According to Hasibuan (2016), the purpose of providing rewards includes the formation of good working bonds between the company and employees, increasing job satisfaction, facilitating the recruitment process, maintaining employee stability, increasing work discipline, and reducing workforce turnover. In addition, rewards also play an important role in attracting the interest of qualified prospective workers and maintaining harmonious relations with labor unions and the government. Indicators of rewards include wages, salaries, incentives, allowances, interpersonal awards, and promotions, all of which can be a form of recognition of employee achievements and dedication.

Work Discipline



Work discipline refers to a person's awareness and willingness to comply with the rules and norms that apply in the workplace. This reflects an individual's commitment to their duties and responsibilities and is one of the factors that support the achievement of optimal performance. According to Sutrisno (2017), several factors that influence the level of employee discipline include the amount of compensation received, the leadership's exemplary behavior, the existence of clear rules, the leadership's courage in taking action, an effective supervision system, and attention to employee conditions and needs. Work discipline can also be measured through several indicators such as punctual attendance, compliance with work regulations and standards, level of alertness while working, and ethics in carrying out daily tasks.

Compensation

Compensation is any form of remuneration received by employees in return for their contributions in the form of energy and thought. Compensation does not only include money but also other facilities and equipment that are direct or indirect. According to Hasibuan (2020), compensation is divided into two types, namely financial and non-financial compensation. The types of financial compensation consist of salaries, wages, incentives, bonuses, allowances, and various facilities such as insurance and pensions, while non-financial compensation includes a comfortable work environment, promotion opportunities, recognition of achievements, and a conducive work atmosphere. Factors that influence the amount of compensation include demand and supply of labor, company capabilities, employee productivity, cost of living, and national economic conditions. The indicators of compensation include wages and salaries, incentives, allowances, and facilities provided to employees.

**Employee Performance**

Employee performance is the work results, both in quantity and quality, achieved by an employee in accordance with the tasks given in a certain period. Performance reflects the achievement of the implementation of work programs and is the main parameter in assessing the success of an organization or company. According to Putri (2020), there are many factors that influence employee performance, including ability and expertise, knowledge, motivation, leadership, organizational culture, work environment, loyalty, commitment, discipline, and the applicable compensation system. Employee performance can also be measured through several indicators such as quality and quantity of work, accurate implementation of tasks, and responsibility for the work that has been given.

RESEARCH METHOD

This study applies a quantitative approach to test the effect of reward variables, work discipline, and compensation on employee performance. According to Sugiyono (2019:26), quantitative research is based on the philosophy of positivism and is usually used to study certain populations or samples. Data is collected through research instruments that have been systematically arranged and then analyzed using statistical methods to test previously formulated hypotheses. The population in this study consisted of all employees of PT. Metal Hitech Engineering, totaling 65 people. The sample selection technique used is saturated sampling, where all members of the population become research subjects. This technique was chosen because the population is considered



relatively small and allows researchers to conduct complete observations of all individuals in the population.

The data source used is primary data. Primary data was obtained directly from respondents through the distribution of questionnaires using Google Form to employees of PT. Metal Hitech Engineering. The data obtained from the distribution of questionnaires were then analyzed using descriptive statistical techniques to describe the characteristics of respondents and each variable. The data analysis techniques used in this study consist of several stages, namely the validity and reliability test of the instrument, the classical assumption test including normality, multicollinearity, and heteroscedasticity, and other statistical tests such as the t-test, coefficient of determination test, and multiple linear regression analysis. Data analysis was carried out with the help of the SPSS program to obtain accurate and reliable results. The chosen research method describes the overall research design or design, including the procedures and steps that must be taken during the research, the research implementation period, the data sources used, and data collection and processing techniques before further analysis.

RESULTS AND DISCUSSION

Validity Test

The validity test aims to assess the extent to which a research instrument is able to measure the intended variables accurately and appropriately. With a total of 65 respondents and a degree of freedom (df) of 63 (obtained from $n-2$), at a sig level of 5%, the r table value is 0.244. The following are the results of the validity test for each variable:

**Validity Test Results**

Statement	R Calculation	R Table	Description
X1.1	0,750	0,244	Valid
X1.2	0,741	0,244	Valid
X1.3	0,775	0,244	Valid
X1.4	0,812	0,244	Valid
X1.5	0,665	0,244	Valid
X1.6	0,798	0,244	Valid
X2.1	0,770	0,244	Valid
X2.2	0,770	0,244	Valid
X2.3	0,689	0,244	Valid
X2.4	0,737	0,244	Valid
X2.5	0,738	0,244	Valid
X3.1	0,792	0,244	Valid
X3.2	0,767	0,244	Valid
X3.3	0,829	0,244	Valid
X3.4	0,864	0,244	Valid
Y1	0,701	0,244	Valid
Y2	0,728	0,244	Valid
Y3	0,678	0,244	Valid
Y4	0,684	0,244	Valid

Source: Researcher data processing (2025)

Based on the results of the validity test, it shows that all statement items contained in variables X1, X2, X3, and Y have a calculated r value greater than the r table of 0.244. Because all calculated r values are $>$ r table and significant, all statement items are declared valid.

Reliability Test

A reliability test is conducted to determine the consistency of respondents' answers to items in one variable construct. A variable can be considered reliable if the Cronbach's Alpha coefficient value is $>$ 0.70. The following are the results of processing reliability test data using SPSS:

**Reliability Test Results**

	Cronbach's Alpha	N of Item	Keterangan
Reward (X1)	0,789	5	Reliabel
Work Discipline (X2)	0,790	6	Reliabel
Compensation (X3)	0,819	7	Reliabel
Employee Performance (Y)	0,777	4	Reliabel

Source: Researcher data processing (2025)

Based on the table above, the results of the reliability test on the research instrument, it was obtained that all variables, namely Reward (X1), Work Discipline (X2), Compensation (X3), and Employee Performance (Y), have a Cronbach's Alpha value above 0.70. This value indicates that each variable has a high level of consistency; it can be said that all items in the questionnaire are declared reliable.

Normality Test

The normality test is conducted to test whether the residual data in the regression model is normally distributed. The following are the results of the normality test

Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,28005820
Most Extreme Differences	Absolute	,083
	Positive	,036
	Negative	-,083
Test Statistic		,083
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

Source: Researcher data processing (2025)



Based on the table above showing the results of the Normality Test, it can be seen that the value of the Kolmogorov Smirnov Test Statistic is 0.83 and the Asymp. Sig (2-tailed) value is 0.200. So, it can be concluded that the data distribution in this study is normally distributed, because the Asymp. Sig. value > 0.05

Multicollinearity Test

Multicollinearity test is a condition where between independent variables in the regression model there is a very high linear relationship, either perfect or near perfect. The following is a multicollinearity tester in this study:

Multicollinearity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,365	2,377		,574	,568		
	X1 (Reward)	,222	,063	,383	3,497	,001	,911	1,097
	X2 (Work Discipline)	,199	,078	,277	2,574	,013	,949	1,054
	X3 (Compensation)	,276	,080	,372	3,470	,001	,953	1,049

a. Dependent Variable: Y (Kinerja Karyawan)

Source: Researcher data processing (2025)

Based on the results of the multicollinearity test, all independent variables have a tolerance value of > 0.10 and a VIF value of < 10 . This indicates that there is no indication of multicollinearity in the regression model, so that the relationship between independent variables can be considered free from high linear correlation.

Heteroscedasticity Test



The heteroscedasticity test is carried out to determine whether there is inequality of variance from the residuals at each predictor level in the regression model. This test uses the Glejser method, where the absolute residual value (ABS_RES) is regressed against the independent variables. The following are the results of the heteroscedasticity test, which can be seen in the table below:

Heteroscedasticity Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,011	1,354		1,486	,143
	X1	-,029	,036	-,103	-,800	,427
	X2	,049	,044	,141	1,117	,268
	X3	-,088	,045	-,244	-1,937	,057

a. Dependent Variable: ABS_RES

Source: Researcher data processing (2025)

The results of the heteroscedasticity test show that the sig. value of all variables is above 0.05. Although the Sig. X3 value is close to 0.05; it is still above the significance limit. From these results, it can be concluded that the variables in this study do not experience heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to test hypotheses regarding the effect of independent variables on dependent variables, both simultaneously and partially. The following is the regression equation processed using SPSS as follows:

Linear Regression Coefficient Table
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		



1	(Constant)	1,365	2,377		,574	,568
	X1 (Reward)	,222	,063	,383	3,497	,001
	X2 (Work Discipline)	,199	,078	,277	2,574	,013
	X3 (Compensation)	,276	,080	,372	3,470	,001

a. Dependent Variable: Y (Employee Performance)

Source: Researcher data processing (2025)

Based on the table above, the linear regression equation that can be used to reflect the influence between the variables in this study is as follows:

$$Y = 1,365 + 0,222X_1 + 0,199X_2 + 0,276X_3$$

Based on the results of the multiple linear regression equation obtained, it can be explained as follows:

- The constant value of 1.365 indicates that if the three independent variables, namely Reward, Work Discipline, and Compensation, are zero or do not change, then employee performance remains at 1.365.
- The regression coefficient of the Reward variable is 0.222, with a positive sign indicating that every increase in the reward aspect will be followed by an increase in employee performance, assuming other variables remain constant.
- The regression coefficient for the Work Discipline variable is 0.199, which has a positive value, indicating that the better the employee's work discipline, the higher their performance, as long as other factors do not change.
- The regression coefficient of the Compensation variable is 0.276, with a positive direction indicating that the increase in compensation received by employees will encourage an increase in their performance, assuming other variables are constant.

t-Test (Partial Test)

The t-test is conducted to evaluate the influence of each independent variable individually on the dependent variable. The independent variables in this study include Reward (X1), Work Discipline (X2), and Compensation (X3),

The Influence of Reward, Work Discipline ...



while the dependent variable is Employee Performance (Y). This test considers the comparison between the calculated t value and the t table value. If the significance value obtained is less than 0.05, then the hypothesis is accepted. Conversely, if the significance value is greater than 0.05, then the hypothesis is rejected.

Hypothesis Test 1: The Effect of Reward (X1) on Employee Performance (Y)

The results of the t-test show that the Reward variable has a positive regression coefficient with a calculated t value of $3.497 >$ from the t table of 1.999, and a significance value of 0.001 (<0.05). Based on these results, hypothesis 1 is accepted, which means that partially Reward has a positive and significant effect on Employee Performance.

Hypothesis Test 2: The Effect of Work Discipline (X2) on Employee Performance (Y)

Based on the test results, the Work Discipline variable has a positive regression coefficient with a t-value of 2.574, $>$ t table of 1.999, and a significance value of 0.013 (<0.05). Thus, hypothesis 2 is accepted, which indicates that partially Work Discipline has a positive and significant effect on Employee Performance.

Hypothesis Test 3: The Effect of Compensation (X3) on Employee Performance (Y)

The t-test on the Compensation variable produces a t-value of 3.470, $>$ t table of 1.999, and a significance value of 0.001 (<0.05). With these results, hypothesis 3 is accepted, which indicates that partially Compensation has a positive and significant effect on Employee Performance.

Determinant Coefficient (R^2)



The determination coefficient (R^2) is used to measure the extent to which independent variables can explain the variation of the dependent variable. The R^2 value is in the range of 0 to 1. The greater the Adj R^2 value, the greater the ability of the independent variable to explain the variation that occurs in the dependent variable

Determinant Coefficient (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,576a	,331	,299	1,31116

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

b. Dependent Variable: Y

Source: Researcher Data Processing (2025)

The Adjusted R Square value obtained from the SPSS test results shown in Table 4.14 is 0.299, which means that 29.9% of the variation in employee performance variables can be explained by independent variables, namely rewards (X1), work discipline (X2), and compensation (X3). Meanwhile, the remaining 70.1% is influenced by other factors.

Discussion

The Effect of Reward (X1) on Employee Performance (Y)

Based on the results of the study on the effect of Reward on Employee Performance at PT. Metal Hitech Engineering, it is known that the Reward variable (X1) has a positive and significant effect on Employee Performance (Y). This is indicated by the calculated t value of 3.497 which is greater than the t table of 1.999 and a significance value of $0.001 < 0.05$. Thus, the first hypothesis (H1) is accepted.



The results of this study are by research conducted by I Putu, et al. (2024) and Tauwi (2023), which states that rewards have a significant effect on performance. These results also strengthen the theory put forward by Wijaya (2021), the reward system reflects the company's goals and is related to various dimensions that will drive individual and organizational performance as a whole. Rewards can be an effective tool to improve employee performance so that they are more motivated to carry out their work diligently and produce the quantity and quality desired by the company.

The Influence of Work Discipline (X2) on Employee Performance (Y)

The results of the study indicate that the Work Discipline variable (X2) has a positive and significant influence on Employee Performance (Y) at PT. Metal Hitech Engineering. This can be seen from the calculated t value of 2.574, which is higher than the t table value of 1.999, with a significance level of 0.013, which is smaller than 0.05. Thus, the second hypothesis (H2) in this study is accepted.

This finding is in line with research conducted by Euis & Wenny (2024), which concluded that work discipline has a significant influence on employee performance. In addition, these results support the theory put forward by Sinambela (2018), which emphasizes that discipline is an important factor in organizational growth and plays a role in shaping employee obedience to company rules, procedures, and policies.

When employee's work discipline is high, it reflects their commitment to the responsibilities and regulations that apply in the workplace. Conditions like this contribute significantly to increasing the effectiveness and efficiency of achieving work targets, so that in the end, they encourage an increase in overall performance.



The Effect of Compensation on Employee Performance

Based on the results of the study on the effect of Compensation on Employee Performance at PT. Metal Hitech Engineering, it was found that the Compensation variable (X3) has a positive and significant effect on Employee Performance (Y). This can be seen from the calculated t value of 3.470, which exceeds the t table value of 1.999, and the significance level of 0.001, which is less than 0.05. Therefore, the third hypothesis (H3) in this study is accepted.

This finding is in line with research conducted by Nurul and Jasmani (2024), which concluded that compensation has a significant impact on employee performance. In addition, these results support the theory put forward by Rumere (2016), which states that providing compensation that is in accordance with the energy and abilities provided by employees can affect their work enthusiasm and performance.

When employees receive adequate and competitive compensation, they tend to be more motivated to work optimally and make various efforts to achieve optimal performance.

CONCLUSION

Based on the data analysis and discussion that has been done, it can be concluded that rewards, work discipline, and compensation have a positive and significant influence on employee performance at PT. Metal Hitech Engineering. The implementation of appropriate reward provision, increased work discipline, and adequate compensation provision has been proven to be able to improve employee performance. Therefore, the company is expected to continue to pay



serious attention to these three factors as an effort to support increased productivity and achievement of overall organizational goals.

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