

Analysis of Employee Performance Improvement Through Compensation, Work Discipline, and Employee Loyalty as Mediating Variables (Case Study on CV Elya Murni Padang Pariaman West Sumatra)

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Abstract. *The gap phenomenon that researchers found at CV. Elya Murni is a decrease in employee performance. Employee performance is very important to the overall success of a company. Factors that can improve employee performance include compensation, work discipline and employee loyalty. This research is explanatory research. The research population was all employees of CV Elya Murni Padang Pariaman West Sumatra, totaling 150 employees. Samples were taken using the purposive sampling method, resulting in a sample size of 150 employees. The data collection technique uses a questionnaire. In this research, data analysis uses the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results 1) Compensation has a positive and significant effect on employee loyalty. 2) Work discipline has a positive and significant effect on employee loyalty. 3) Compensation has a positive and significant effect on employee performance. 4) Work discipline has a positive and significant effect on employee performance. 5) Loyalty has a positive and significant effect on employee performance. 6) Loyalty is able to mediate the positive and significant influence of compensation on performance. 7) Loyalty is able to mediate the positive and significant influence of work discipline on performance.*

Keywords: *Effect; Employee; Loyalty; Significant.*

1. Introduction

Human resource issues are a focus and a key factor for companies to survive. Human resources play a key role in every company's activities. Human resources determine the success of a company or agency's operations. The existence of human resources within a company plays a crucial role. The workforce holds significant potential for carrying out company activities. The potential of each human resource within the company must be optimally utilized to deliver optimal output. Achieving company goals depends not only on modern equipment and comprehensive facilities and infrastructure, but also on the people

who carry out the work. The success of an organization is greatly influenced by the performance of its individual employees (Rachmadina & Baskoro, 2024).

Employee performance is the work results that can be achieved by an individual or group of people in a company, according to their respective authorities and responsibilities in order to achieve the goals of the company concerned (Rusyana, Rahwana & Barlian, 2023). Performance is very important for a company because high performance means that the work given or assigned to it can be completed in a shorter or faster time, with high performance from employees the company gains benefits (Bella, Soleh & Irwanto, 2023).

CV. Elya Murni is a construction services company in Padang Pariaman Regency, West Sumatra, specializing in building materials. As a company operating in the construction sector, CV. Elya Murni continuously strives to improve employee performance. Employee performance is crucial to a company's overall success, so business owners need employees who can complete their work effectively. However, the gap researchers found at CV. Elya Murni is a decline in employee performance.

Compensation is one of the important factors that can improve performance. Compensation is any form of good, whether money or goods, given to employees by a company as a reward for their efforts and energy (Anjarrini, Prayekti & Purnamarini, 2024). Compensation serves as a motivation for employees to strive. Compensation provided to employees as part of the company's obligations is timely, fair, and based on work results (Pangestu & Masman, 2023). Therefore, compensation not only impacts the survival of a company but also provides a purpose for employees to participate in improving their performance (Wandi et al., 2022).

Loyalty is an emotional feeling that an employee has for the company where he works, which is shown by an attitude of loyalty, obedience to regulations, awareness and full responsibility. This determination and ability must be proven in daily attitudes and behavior as well as in carrying out tasks assigned by superiors to employees to achieve a predetermined target (Albasari & Adiwati, 2023). Employee loyalty involves a positive attitude, emotional attachment, and loyalty to the company, which is reflected in the employee's efforts to provide maximum contributions to achieve good performance (Ajis, Jamaludin & Nandang, 2024). Employees who have high loyalty will always optimize all their skills and abilities to support the progress of the organization. Conversely, if employee loyalty is low, it will hinder the achievement of organizational goals (Liana, Megantoro & Priyono, 2023).

2. Research Methods

This research is an explanatory research (*Explanatory Research*). According to Qian & Hussin (2023), research that is *Explanatory* Explanatory research is a type of research that aims to explain the reasons behind a phenomenon, why certain results occur, or to clarify the relationship between variables. Sugiyono (2019) defines explanatory research as a research method that aims to explain the position of the variables being studied and the influence between one variable and another. The main reason this researcher uses the explanatory

research method is to test the proposed hypothesis. Therefore, it is hoped that this research can explain the influence between the independent and dependent variables in the hypothesis.

3. Results and Discussion

The subjects of this study were employees of CV Elya Murni Padang Pariaman, West Sumatra. Data collection used a questionnaire via Google Form distributed online via WhatsApp from April 30 to May 19, 2025. The researchers distributed questionnaires to 150 people, and 150 questionnaires were returned. Therefore, the data used in this study came from the responses of 150 respondents.

To determine convergent validity, the outer loading value is used as a measure. An indicator is considered valid if its outer loading value is 0.7 or higher, indicating that the indicator has a strong correlation with the construct it measures and contributes significantly to explaining the construct. Conversely, if the outer loading value is less than 0.7, the indicator is declared invalid, indicating that the indicator has a weak correlation with the construct and may need to be considered for removal.

Discriminant validity is a concept used to assess the extent to which a construct is truly different from other constructs. Several methods used to evaluate discriminant variables include examining cross-loading values, AVE (Average Variance Extracted), and the Fornell-Larkel Criterion.

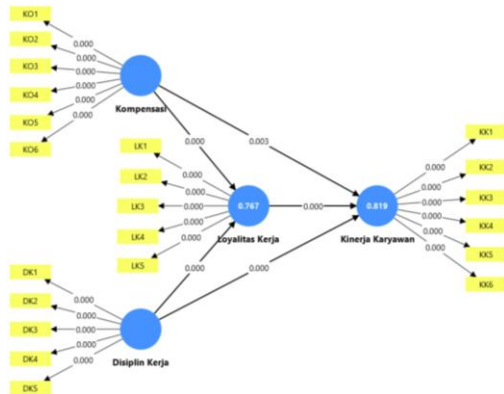
Reliability testing in PLS uses Composite Reliability (CR) and Cronbach Alpha (CA). Composite reliability aims to measure the internal consistency of a construct's indicators. A CR value > 0.7 indicates that the construct's indicators have high internal consistency, meaning they consistently measure the same construct. Cronbach Alpha also aims to measure internal consistency reliability. A CA value > 0.9 indicates very high reliability, indicating very good internal consistency. A CA value between 0.8-0.9 indicates high reliability. A CA value between 0.7-0.8 indicates acceptable reliability, generally considered the minimum acceptable limit in research. The following are the results of the reliability test in this study:

Composite Reliability and Cronbach Alpha Table

No	Variables	Composite Reliability	Cronbach Alpha	Information
1	Work discipline	0.899	0.896	Reliable
2	Employee performance	0.920	0.919	Reliable
3	Compensation	0.907	0.905	Reliable
4	Loyalty	0.900	0.899	Reliable

The results of the reliability analysis indicate that this research model has excellent internal consistency. This can be seen from the Composite Reliability (CR) and Cronbach Alpha (CA) values. All latent variables in the model have CR values > 0.7, indicating that each construct has high reliability. In other words, the indicators used to measure each variable consistently

represent the intended construct. The CA values for work discipline (0.896), employee performance (0.919), compensation (0.905), and loyalty (0.899) indicate high reliability with CA values of 0.8–0.9, meaning the indicators for these variables are consistent in measuring the construct.



Full Structural Model Partial Least Square (Inner Model) Image

After conducting a model evaluation and finding that each construct has met the validity requirements (convergent and discriminant validity) and reliability (Composite Reliability and Cronbach Alpha), the next step is the evaluation of the structural model which includes testing the goodness of fit of the model, R^2 and F^2 .

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions about the relationship between variables. This is a crucial step in quantitative research to ensure that the results obtained are not mere coincidence but reflect a real relationship in the population being studied.

1) Direct Effect Hypothesis Test

To determine the structural relationship between latent variables, hypothesis testing must be performed on the path coefficients between the variables by comparing the p-value with alpha (0.005) or a t-statistic (>1.96). The p-value and t-statistic are obtained from the SmartPLS output using the bootstrapping method.

Path Coefficient Table

Hypothesis		Original Sample (O)	T Statistics	P values	Decision
H1	Compensation -> Loyalty	0.459	5,176	0.000	H1 accepted
H2	Work discipline -> Loyalty	0.455	4,948	0.000	H2 accepted
H3	Compensation -> Employee performance	0.227	2,947	0.003	H3 accepted
H4	Work discipline -> Employee performance	0.352	3,992	0.000	H4 accepted
H5	Loyalty -> Employee performance	0.378	4,223	0.000	H5 accepted

Based on the data presented in the table above, it can be seen that of the five hypotheses proposed in this study, they are explained as follows:

a. The effect of compensation on employee loyalty

The results of the hypothesis test show that the P-values that determine the effect of compensation on employee loyalty are $0.000 < 0.05$ and the T-statistics value $(5.176) > 1.96$. Meanwhile, the original sample has a value of 0.459 (positive). These results support the first hypothesis, namely that compensation has a positive and significant effect on employee loyalty.

b. The influence of work discipline on employee loyalty

The results of the hypothesis test show that the P-values that determine the influence of work discipline on employee loyalty are $0.000 < 0.05$ and the T-statistics value $(4.948) > 1.96$. Meanwhile, the original sample has a value of 0.455 (positive). These results support the second hypothesis, namely that work discipline has a positive and significant effect on employee loyalty.

c. The effect of compensation on employee performance

The results of the hypothesis test show that the P-values that determine the effect of compensation on employee performance are $0.003 < 0.05$ and the T-statistics value $(2.947) > 1.96$. Meanwhile, the original sample has a value of 0.227 (positive). These results support the third hypothesis, namely that compensation has a positive and significant effect on employee performance.

d. The influence of work discipline on employee performance

The results of the hypothesis test show that the P-values that determine the influence of work discipline on employee performance are $0.000 < 0.05$ and the T-Statistics value $(3.992) > 1.96$. Meanwhile, the original sample has a value of 0.352 (positive). These results support the fourth hypothesis, namely that work discipline has a positive and significant effect on employee performance.

e. The influence of loyalty on employee performance

The results of the hypothesis test show that the P-values that determine the influence of loyalty on employee performance are $0.000 < 0.05$ and the T-statistics value $(4.223) > 1.96$. Meanwhile, the original sample has a value of 0.378 (positive). These results support the fifth hypothesis, namely that loyalty has a positive and significant effect on employee performance.

2) Indirect Effect Hypothesis Test (Mediating Variable Effect)

To see the effect of the mediating variable, we use the results of the specific indirect effect. The following table shows the intervening effect.

Specific Indirect Effect Table

Hypothesis		Original Sample (O)	T Statistics	P values	Decision
H6	Compensation -> Employee Loyalty -> Employee Performance	0.173	3,148	0.002	H6 accepted
H7	Work Discipline -> Employee Loyalty -> Employee Performance	0.172	3,147	0.002	H7 accepted

Based on the data presented in the table above, it can be seen that the two hypotheses proposed in this study are explained as follows:

a. The effect of compensation on performance through employee loyalty

Resultshypothesis test, it is known that the P-Values specific indirect effect is $0.002 < 0.05$ plus a positive T-Statistic value ($3.148 > 1.96$). These results support the sixth hypothesis, namely that loyalty is able to mediate the positive and significant influence of compensation on performance.

b. The influence of work discipline on performance through employee loyalty

Resultshypothesis test, it is known that the P-Values specific indirect effect is $0.002 < 0.05$ plus a positive T-Statistic value ($3.147 > 1.96$). These results support the seventh hypothesis, namely that loyalty is able to mediate the positive and significant influence of work discipline on performance.

The discussion that will be carried out is as follows:

1) The effect of compensation on employee loyalty

Test resultshypothesis1 found that compensation has a positive and significant effect on employee loyalty. This indicates that providing appropriate, fair, and appropriate compensation can increase employee loyalty. Conversely, inadequate or unfair compensation can decrease employee loyalty. This research aligns with the theory supported by Mulyadi (2021:11) that the purpose of providing compensation to employees is to improve employee welfare, motivate employees, increase productivity, and retain high-performing employees, all of which directly increase employee loyalty. This occurs because employees who work for companies with a good reputation among their colleagues feel loyal to the company.

Descriptive analysis of respondents' responses for the compensation indicator with the highest score was related to wages/salaries. Meanwhile, the employee loyalty variable with the highest score was related to job satisfaction. These findings indicate that when employees receive appropriate or fair wages/salaries, they will automatically enjoy their work.

Meanwhile, the indicator with the lowest score for the compensation variable was "pension funds," and for the employee loyalty variable, "interpersonal relationships." These findings suggest that if pension funds are distributed unequally or unfairly, interpersonal relationships between employees can become strained or strained. Therefore, providing fair and equal pension funds is necessary to foster positive relationships among employees.

The results of this study align with previous research conducted by Selvia & Karneli (2023); Utomo & Septiani (2025); Lumban Gaol (2021); Pratiwi & Fauzan (2024), which stated that compensation has a positive and significant effect on employee loyalty. The results of this study can be analyzed as the higher the compensation received by employees, the higher their loyalty to the company. The compensation received by employees can influence their level of loyalty to the company where they work. The compensation received makes employees feel appreciated for their work contributions and presence, and because they feel financially sufficient to meet their living needs, employees become more committed to the company.

2) Influence on work discipline towards employee loyalty

Test result hypothesis 2 found that work discipline has a positive and significant effect on employee loyalty. This indicates that disciplined employees are more capable of giving their best effort, making contributions, and being loyal to the company. Conversely, undisciplined employees will ignore company policies due to a lack of loyalty to the company. Discipline can reflect an honorable attitude within the employee towards all company provisions and policies. Therefore, if all company provisions and policies are ignored by employees, they will later have a poor level of discipline, and vice versa (Hidayati et al., 2018).

Descriptive analysis of respondents' responses to the work discipline indicator showed that the highest-scoring indicator was obedience to superiors. Meanwhile, the highest-scoring indicator of employee loyalty was related to liking their work. These findings indicate that employees who obey orders and follow their superiors' rules enjoy their work.

Meanwhile, the indicator with the lowest score for the work discipline variable was "work ethic," while for the employee loyalty variable, it was "interpersonal relationships." These findings suggest that poor employee ethics tend to cause discomfort and conflict in the workplace, leading to poor relationships with both coworkers and superiors.

The results of this study align with research conducted by Churniawati (2021); Yasmine & Wijaya (2024); Dhea Ayu (2023); Cahyadi (2020); and Marentek (2021), which states that work discipline, both partially and simultaneously, has a significant influence on employee loyalty. This means that better work discipline will result in higher employee loyalty. This is because work discipline is used to measure how well employees perform their duties, which ultimately increases employee loyalty.

Discipline is crucial for organizational growth, particularly in motivating employees to exercise self-discipline in their work, both individually and as a group. Companies need to

establish clear and fair regulations so that employees feel comfortable and do not feel disadvantaged. Companies must implement consistent strategies to foster employee loyalty (Sinambela, 2018).

3) The effect of compensation on employee performance

Test resultshypothesis3 found that compensation has a positive and significant effect on employee performance. This indicates that if compensation is appropriate, employees will respond by working well and improving their performance. Conversely, if compensation is inappropriate, employee performance will decline. This is consistent with Nitisemito's (2021:230) opinion, which states that compensation has a significant impact on employees. High work morale, employee anxiety, and loyalty are greatly influenced by the amount of compensation. Compensation for employee effort and performance, whether in the form of merit-based payments, bonuses, team incentives, or various revenue or profit-sharing plans.

Descriptive analysis of respondents' responses for the compensation variable with the highest score was related to wages/salary. Meanwhile, the employee performance variable with the highest score was related to quality. This indicates that adequate wages can increase employee job satisfaction, motivation, and productivity, thus improving the quality of their work. Conversely, low wages can lead to a decline in work quality because employees feel underappreciated and unmotivated.

Descriptive analysis of respondents' responses revealed that the compensation variable with the lowest score was "pension funds," while the employee performance variables with the lowest scores were cost effectiveness and need for a supervisor. This indicates that if the pension fund provided exceeds the appropriate portion, it will increase operational costs. If the pension fund provided is inadequate, it requires direct supervision or intervention from a supervisor.

The results of this study are in line with those conducted by Pangestu & Masman (2023); Asmayan (2018); Umanailo (2023); Rumere (2022) who stated that Compensation has a positive effect on employee performance. This means that the higher the compensation received by employees, the higher their performance will be. This aligns with Rumere's (2022) opinion that when compensation runs smoothly and according to plan, the next step is expected to be improved employee performance. Once employee performance has been achieved, the company can measure the extent of their performance improvement.

4) The influence of work discipline on employee performance

The results of the hypothesis 4 test found that work discipline has a positive and significant effect on employee performance. This indicates that disciplined employees take full responsibility for their work, thus impacting employee performance. Conversely, less disciplined employees tend to disobey regulations and feel less responsible, which impacts employee performance.

Descriptive analysis of respondents' responses for the work discipline variable showed that obedience to superiors received the highest score. Meanwhile, for the employee performance variable, the highest score was related to quality. This indicates that obedience to superiors helps employees focus more on their tasks and responsibilities, resulting in better quality work.

Descriptive analysis of respondents' responses for the work discipline variable showed that the lowest score was work ethic. Meanwhile, for the employee performance variable, the lowest scores were cost effectiveness and need for supervision. This indicates that poor work ethic prevents employees from working efficiently and responsibly, thus wasting time, energy, and money. Employees with poor work ethic tend to be undisciplined, thus requiring close supervision (need for supervision).

The results of this study are in line with those conducted by Husna (2021); Rachmadina & Baskoro (2024); Chassanah (2023); Kusumabrata (2023); Lidia et al. (2023) who stated that there is a positive and significant influence between work discipline and employee performance. This means that the better the work discipline in this institution, the employee performance will also increase and create good performance. Husna (2021) argues that employees will have difficulty working well in the company if they are not disciplined. The more disciplined employees are, the better their performance will be in helping the company achieve its goals. This is reinforced by Ariesni's statement (2021) that work discipline is used to measure how well employees carry out their duties, which ultimately will improve performance.

5) The influence of loyalty on employee performance

The results of the Hypothesis 5 test found that loyalty has a positive and significant effect on employee performance. This indicates that high employee loyalty can improve employee performance. Conversely, low loyalty will result in lower employee performance. This is consistent with Sutanto (2020; 179), who stated that the higher employee loyalty in a company, the easier it will be to improve performance and achieve the company's goals.

Descriptive analysis of respondents' responses for the loyalty variable showed that the highest score was related to job satisfaction. Meanwhile, the highest score for the employee performance variable was related to quality. This suggests that if an employee is happy and satisfied with their job, the quality of their work tends to be better. Conversely, if someone dislikes their job, the quality of their work can decline.

Descriptive analysis of respondents' answers for the loyalty variable showed the lowest score was on interpersonal relationships. For the employee performance variable, the lowest scores were on cost effectiveness and need for supervision. This indicates that poor interpersonal relationships lead to ineffective communication and a decline in mutual trust between employees, which can further reduce work efficiency, increase errors, and increase

operational costs. Poor interpersonal relationships can increase the need for supervision, as employees become irresponsible with their work and require close supervision.

The results of this study are in line with those conducted by Mandiangan, Makapedua & Supit (2023); Lasari (2019); Maulida & Askiah (2020); Sausan, Nasution & Sabrina (2021) who stated that There is an influence of work loyalty on employee performance. This is supported by the opinion of Maulida & Askiah (2020), who stated that good employee performance is due to the support of high work loyalty displayed by each employee in their work. This, in turn, leads to continuous improvement in employee performance and faster achievement of company targets, which of course also benefits the company.

Employee loyalty is essential for all companies. Unfortunately, achieving this goal and achieving organizational goals doesn't come naturally. Good leadership and management are essential to fostering employee loyalty (Zulfikri & Trisninawati, 2022). Loyal and satisfied employees tend to be highly motivated to contribute optimally. Employees who feel loyal to the organization and satisfied with their work are more likely to have a high level of commitment to the organization's goals and values. This engagement can result in better performance (Ajis, Jamaludin & Nandang (2024).

6) The effect of compensation on performance through employee loyalty

The results of hypothesis 6 found that loyalty can mediate the positive and significant effect of compensation on performance. The results of this study indicate that loyalty plays a mediating role in the relationship between compensation and performance. This finding confirms that employee loyalty is a significant strategic component in improving employee performance. Employees who feel valued and fairly compensated tend to be more loyal to the organization, and this loyalty, in turn, can improve their performance.

The results of this study align with research conducted by Pratiwi (2024); Tarrom & Yuniawan (2019); Sholihin & Arida (2021), which found that compensation significantly influences performance through employee loyalty. Good and adequate compensation can increase employee loyalty to the organization. Employees tend to feel more engaged and loyal to the organization if they perceive that their efforts and contributions are appreciated and properly rewarded through fair compensation. Employee loyalty then impacts performance. Employees who feel emotionally connected to the organization and treated well tend to work harder and contribute better to their work.

Loyalty Compensation can act as a mediator between compensation and employee performance. Compensation can increase employee loyalty, which in turn positively influences employee performance. Companies that provide good compensation, such as high salaries, comprehensive health benefits, and performance bonuses, can increase employee job satisfaction. Employees who feel valued and satisfied with their compensation will be more loyal to the company. This loyalty will then motivate them to deliver better performance (Solihin & Arida, 2021).

7) The influence of work discipline on performance through employee loyalty

The results of hypothesis 7 found that loyalty can mediate the positive and significant influence of work discipline on performance. These results indicate that loyalty acts as a mediating variable in the relationship between work discipline and performance. This means that increased work discipline will increase employee loyalty, and this loyalty will then improve employee performance. In other words, work discipline plays a crucial role in improving performance through increased loyalty.

The results of this study are in line with research conducted by Bonavantura (2023) that loyalty can mediate the impact of work discipline on employee performance. Disciplined employees tend to be more loyal and demonstrate better performance. Work discipline increases morale, productivity, and efficiency, thereby helping achieve company goals. High employee loyalty also encourages them to make maximum contributions and is motivated to achieve targets (Ribka Sampul, 2020).

Work discipline significantly impacts employee performance. Discipline is implemented to encourage employees to adhere to various standards and regulations, thus preventing any deviations. The main objective is to encourage self-discipline among employees, encouraging them to arrive on time. By arriving on time and carrying out their duties accordingly, it is expected that performance will improve. Loyalty is important for any organization. Employees with high loyalty will be loyal promoters and maintain the company's reputation under any circumstances and will provide the best possible performance for the benefit of the organization. It can be concluded that good discipline creates a conducive work environment, increases trust between employees and management, and ultimately encourages employees to be more loyal and committed to the company.

4. Conclusion

Based on several analysis studies and discussions, the following conclusions can be drawn: Compensation has a positive and significant effect on employee loyalty, the higher the compensation, the higher the employee loyalty. Work discipline has a positive and significant effect on employee loyalty, the better the work discipline, the higher the employee loyalty. Compensation has a positive and significant effect on employee performance, the higher the compensation, the higher the employee performance. Work discipline has a positive and significant effect on employee performance, the better the work discipline, the higher the employee performance. Loyalty has a positive and significant effect on employee performance, the higher the employee loyalty, the higher the performance. Loyalty is able to mediate the positive and significant effect of compensation on performance. Loyalty is able to mediate the positive and significant effect of work discipline on performance.

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