

The Effect Of Compensation, Communication And Work Discipline On Employee Performance At PT Perkebunan Nusantara 1 Regional 7 Kebun Tulung Buyut

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Abstract

This study aims to determine the effect of compensation, communication, work discipline on employee performance at PT. Perkebunan Nusantara 1 Regional 7 Kebun Tulung Buyut. This study uses a quantitative approach with SPSS analysis tools. The data quality test used is the validity test and reliability test, then the classical assumption test is carried out, namely the normality test, multicollinearity test, and heteroscedasticity test. Then, the hypothesis test carried out is the t test, then the coefficient of determination test is carried out. The population in this study was 30 respondents. The sampling technique used was a saturated sample, so all respondents were used as research samples. Based on the results of the study, it can be seen that the variables Compensation, Communication, Discipline are positive and significant to Employee Performance of PT Perkebunan Nusantara 1 Regional 7 Kebun Tulung Buyut. It is expected that this research can be a reference for PT Perkebunan Nusantara 1 Regional 7 Kebun Tulung Buyut to pay more attention to the variables in this study.

Keywords = Compensation, Work Discipline, Employee Performance

INTRODUCTION

Human resources have an important position for an organization or company. (Pahira, 2023). Human resources, in this case high-performing employees, play a dominant role in running the company's operations and achieving the goals that have been set. (Iskandar, 2018). organizations need to appreciate all aspects of employees in

1062

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order to create quality human resources with superior performance. Employees are the most important element in determining the progress of a company.

An existing organization or agency definitely needs human resources. The agency needs the role of employees or staff who can be responsible for the work they are doing.(Ramadan, 2023). The organization will look for employees who can provide benefits and can increase the quantity and quality of an organization and are needed to achieve organizational goals. The organization will provide employee performance assessments to determine to what extent employees can work and be responsible for the tasks that have been given.(Diana, 2019). The assessment conducted in an organization will make it easier to assess employee performance.

Employee performance is influenced by compensation, communication and work discipline, among others. Compensation is all types of rewards in the form of money or non-money given to employees fairly and appropriately for their services in achieving company goals.(Sukidi, 2017). Compensation is very important for employees, because the size of the compensation is a measure of employee performance.(Handoko, 2021).

Compensation is also one of the factors that influence employee performance, compensation given to employees, can be in the form of money or not money. Compensation for an organization or company means an award/reward to workers who have contributed to realizing the company's goals, through activities called work.(Petri, 2017). Compensation is also defined as an amount of money or reward given by an organization or company to its employees, as a reward for their services in carrying out the tasks, obligations and responsibilities assigned to them.(Islam, 2024).

Communication is one of the factors that is thought to influence Employee Performance. Communication is an important part of the work life of an organization, including in Government Agencies.(Mulawarman, 2014). Bad communication will have a wide impact on organizational life. One of the bad impacts is regarding individual conflict. Bad communication is often mentioned as a source of interpersonal conflict.(Panuju, 2018). Since people spend 70% of their time communicating in written and oral form, it is reasonable to conclude that one of the most significant forces hindering the success of an organization's performance is a lack of effective communication.

Work Discipline is one of the most important factors for organizational growth, especially to motivate employees to discipline themselves in carrying out their work.(Mialasmaya, 2016). Work discipline as an ideal form in supporting work performance that must be adjusted to the rules to support work optimization, the higher

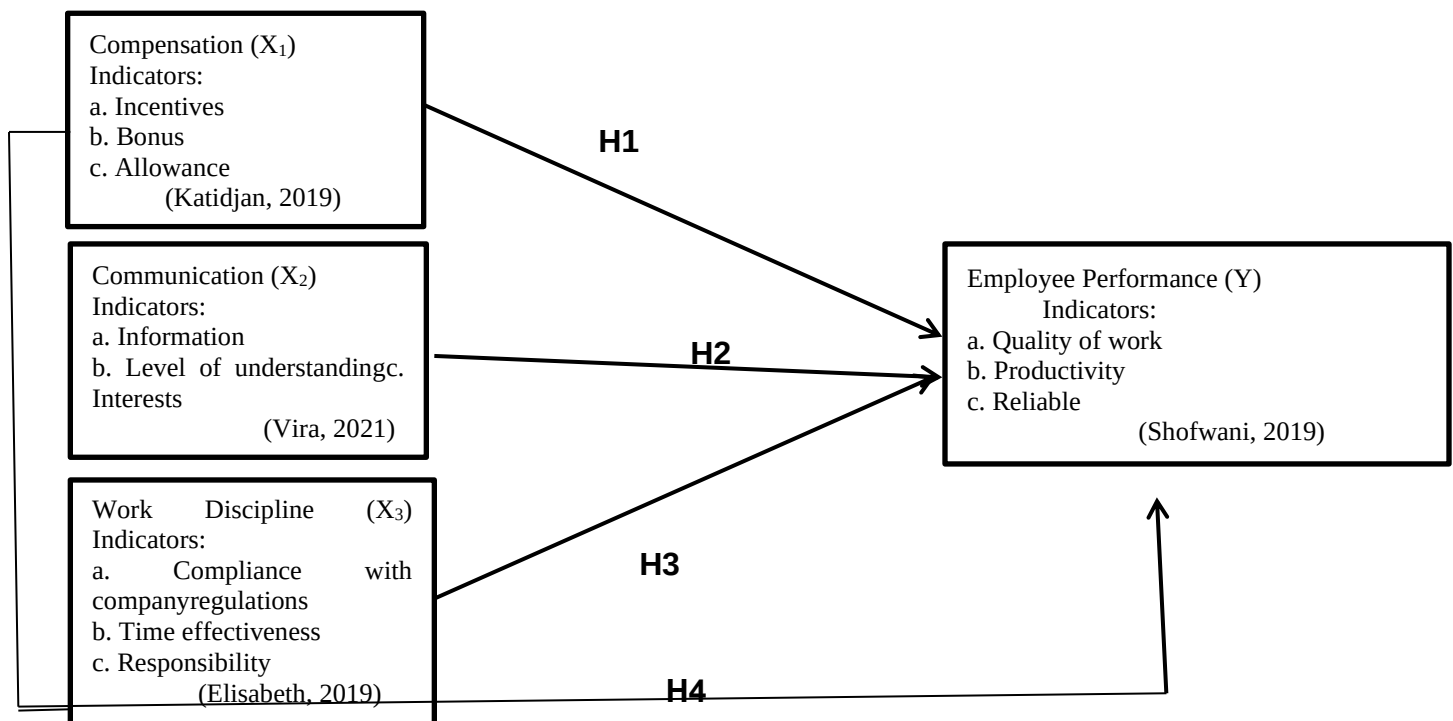


the level of discipline possessed by employees, the higher the level of their performance which has a good impact on their performance.(Suciati, 2021).

Some of the problems in this study are that high-performing employees feel that their compensation is not commensurate with the contribution they have made, there is a lack of communication between employees, employees do not always achieve the targets given by the company, employees only do the work requested without showing their initiative and creativity.

This research will discuss employee performance in PT Perkebunan Nusantara 1 Regional 7 Tulung Buyut Plantation is a state-owned company that operates in the field of plantation commodities such as rubber, palm oil, tea and sugar cane (Aperti, 2018). Since the beginning, PT Perkebunan Nusantara 1 Regional 7 Tulung Buyut Plantation determined to participate in the implementation and support of government project plans in the field of economy and national development. Overall and the plantation sub-sector in particular. This is intended to create a high-end workforce and products and is very serious about obtaining benefits to increase the value of the Company with the principle of Limited Liability Company

Framework of Thinking



1064

Hypothesis Development

H1: Compensation affects Employee Performance

H2: Communication influences employee performance

H3: Work Discipline Influences Employee Performance

H4: Compensation, Communication, Work Discipline, influence Employee Performance

THEORETICAL BASIS

Compensation

Compensation is something that employees receive in return for their service contributions to the company. Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services rendered to the company. (Mondiani, 2012). Compensation is a reward that a company gives to employees for their performance towards the organization, whether direct or indirect, financial or non-financial. (Nugraha, 2017). Compensation is income in the form of money or goods given by the company to employees for services rendered. Without adequate compensation, existing employees tend to leave the organization, resulting in the organization having difficulty in replacement, especially in recruiting. (Nugraha, 2017). Compensation is the total income given to employees as a reward for the contribution they make to the organization, both financial and non-financial. In conclusion, compensation is a reward given by the company for the performance given, both financial and non-financial compensation.

Communication

Communication is a process of conveying ideas and information in the form of orders and work instructions from a leader to employees or subordinates to carry out their duties as well as possible. (Wiragawi, 2022). In conducting effective communication there are several indicators that need to be done, including: Perception, Accuracy, Credibility, Control, Harmony.

Excessive communication or lack of communication will reduce employee performance, thus it can be concluded that communication can strengthen employee performance motivation. (Yudito, 2024). Communication is important for a company because communication is the main tool for company employees to be able to work together in management activities, namely to achieve previously determined company goals that the company can improve its performance by continuously carrying out the

1065



communication process and carried out in partnership between an employee and his/her direct superior.(Wandi, 2019).

Work Discipline

Discipline is a person's awareness and willingness to obey all regulations within the company and applicable social norms.(Syahputra, 2020). Work discipline is defined as the implementation of management that aims to strengthen organizational guidelines. Work discipline is something managers use to communicate with employees so that they are willing to change their behavior and to increase a person's awareness and willingness to comply with all company regulations.(Purba, 2019).

Employee performance

Performance is the work results in terms of quality and quantity achieved by an employee for a company in carrying out his duties and targets in accordance with the responsibilities given to him.(Widjaja, 2019). Employee performance can be defined as the results or achievements obtained by an employee in a job that he/she does in a certain period of time, and the employee has good performance, and can support the company in achieving the targets or goals that the company wants to achieve.(Subroto, 2018).

Employee performance is a process or series to create a shared understanding of what must be achieved and how to achieve it, how to manage people in the right way to increase the possibility of achieving goals.(Fatimah, 2024). Performance appraisal is a formal system for periodically checking and evaluating a person's performance.

RESEARCH METHODS

This study uses a quantitative descriptive approach method. Where this study will focus on definite data or numerical data, systematic scientific research on parts and phenomena and the causality of their relationships. The purpose of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to a phenomenon.

Population is an area of generalization where researchers select subjects or objects with certain qualities and attributes to study before drawing conclusions. Sample is a part of the number and characteristics of the population. The sample in this study were employees of PT Perkebunan Nusantara 1 Regional 7 Kebun Tulung Buyut, Administration Division totaling 11 respondents and Technical Division totaling 19 respondents, so the total sample was 30 respondents. This research is a population

1066



research, because if the subjects are less than 100, it is better to take all of them so that the research is a population research.

This study uses quantitative data analysis with statistical tests as a method of data analysis. Validity test, Reliability test, Classical assumption test, Hypothesis test, Partial test (T test), Simultaneous test (F test), determination coefficient test, and multiple linear regression analysis are statistical tests used in this study. The purpose of this analysis is to determine how much influence the independent variables have on the dependent variables studied. The variables to be studied include, Compensation(X_1), Communication(X_2), Discipline(X_3) as an independent variable and Performance Employee (Y) as the dependent variable. Using the IBM SPSS 25 application

RESULTS

Research Result

Frequency Distribution Table

Frequency data is the placement of data in a research variable in each table. Frequency data comes from questionnaire data distributed by researchers. The following is the frequency data in this study:

Frequency Distribution Table of Variables X_1 , X_2 , X_3 and Y

Table 1. Frequency Distribution

Interval	Compensation (X_1)			Communication (X_2)			Work Discipline (X_3)			Employee Performance (Y)		
	fr	%	caption	fr	%	caption	fr	%	caption	fr	%	caption
5-8	3	10%	STS	0	0%	STS	1	3%	STS	1	3%	STS
9-12	-	-	TS	1	3%	TS	-	-	TS	-	-	TS
13-16	3	10%	N	3	10%	N	4	13%	N	2	7%	N
17-20	12	40%	S	19	63%	S	15	50%	S	19	63%	S
21-25	12	40%	SS	7	23%	SS	10	33%	SS	8	27%	SS
Amount	30	100%		30	100%		30	100%		30	100%	

Based on the results of the frequency distribution above from 30 respondents conducted in the distribution of questionnaires on the compensation variable (X_1) there were 3 participants or 10% who answered strongly disagree, 3 or 10% neutral, 12 or 40% agree and 12 or 40% strongly agree. On the Communication variable (X_2) there was 1 participant or 3% disagree, 3 or 10% neutral, 19 or 63% agree, 7 or 23% strongly agree.

1067



on the work discipline variable (X_3) 1 participant or 3% answered strongly disagree, 4 or 13% neutral, 15 or 50% agree and 10 or 33% strongly agree. On the employee performance variable (Y) 1 participant or 3% answered strongly disagree, 2 or 7% neutral, 19 or 63% agree and 8 or 27% strongly agree.

Validity and Reliability Test

Validity Test

Validity testing is carried out to determine the validity of a questionnaire being studied. Based on the validity test using 30 samples, it can be seen that the question items Compensation (X_1) Communication (X_2), Work Discipline (X_3), and Employee Performance (Y) have R count values > R table. So all variables are declared valid.

Reliability Test

The reliability test is declared reliable if the Cronbach's alpha value is greater than 0.60 (>0.60).

Table 2. Reliability Test

Variables	Cronbach's Alpha	Reliability
X1	0.806	Reliable
X2	0.760	Reliable
X3	0.874	Reliable
Y	0.688	Reliable

Source: SPSS output (2023)

Based on the results of the table above, the Cronbach's alpha value > 0.60 means that all question items are said to be reliable.

CLASSICAL ASSUMPTION TEST

The classical assumption test is an initial stage to be able to continue the data analysis test further. The classical assumption test is carried out to find out whether the processed data is normally distributed and there is no multicollinearity, and there are no symptoms of heteroscedasticity.

Normality Test

The normality test is used to determine whether the data being studied is normally distributed or not. The following are the results of the data normality test in this study.



Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			30
Normal Parametersa,b	Mean		.0000000
	Std. Deviation		1.93177401
Most Extreme Differences	Absolute		.108
	Positive		.108
	Negative		-.080
Test Statistics			.108
Asymp. Sig. (2-tailed)c			.200d
Monte Carlo Sig. (2-tailed)e	Sig.		.478
	99% Confidence Interval	Lower Bound	.465
		Upper Bound	.491
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.			

Source: SPSS output (2023)

From the table above, it can be seen that the results of the normality test have a significant value of $0.20 > 0.05$, so it is known that the residual value is normally distributed. With this, it can be concluded that the normality assumption is met.

Multicollinearity Test

Multicollinearity tests are conducted to review whether there is any *independent variables* which has a correlation between *independent variables* others have the same module. If the VIF value is < 10 then it is stated that there is no multicollinearity.

Table 4. Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.183	3.003		1.726	.096		
X1	.142	.122	.142	2.170	.003	.883	1.132

1069



X2	.329	.180	.318	2.834	.004	.430	2.323
X3	.512	.151	.566	3.392	.002	.466	2.146
a. Dependent Variable: Y							

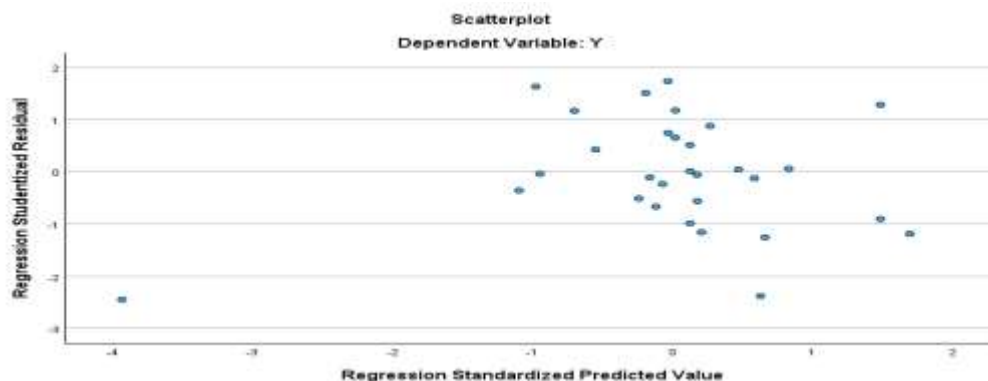
Source: SPSS output (2023)

Based on the results shown in the table, it shows that X_1 , X_2 and X_3 get tolerance values above 0.1 and the VIF value of variable X_1 is 1.321, the VIF value of variable X_2 is 2.323, the VIF value of variable X_3 is 2.146. because the three variables produce VIF values that are lower than 10 and get values *tolerance* above 0.1 means that there are no symptoms of multicollinearity.

Heterocodity Test

The Heteroscedasticity Test is conducted to determine whether there is inequality in the variance from one observation to another in the regression model.

Table 5. Heteroscedasticity Test



Source: SPSS output (2023)

Based on the results of the heteroscedasticity test, it shows that the distribution of the points is not patterned. This shows that the data can be stated as homoscedasticity.

Multiple Linear Regression Test

Used to determine the influence of each dependent (free) variable on the independent (bound) variable can be measured through multiple linear regression analysis. In this study, the multiple linear regression model used is Compensation (X_1) Communication (X_2), Work Discipline (X_3) as dependent variables, and Employee

1070

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Performance (Y)) as independent variables. Based on the data processing that has been done, it can be seen in the table below.

Table 6. Multiple Linear Regression

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.183	3.003		1,726	.096		
X1	.142	.122	.142	2.170	.003	.883	1.132
X2	.329	.180	.318	2.834	.004	.430	2.323
X3	.512	.151	.566	3.392	.002	.466	2.146

a. Dependent Variable: Y

Source: SPSS output (2023)

From the results above, it is entered into the multiple linear regression equation to produce the following equation: $Y = 5.183 + 0.142 (X_1) + 0.329 (X_2) + 0.512 (X_3)$ from the results of the following regression equation it is known that; the constant value of 5.183 is said that if the value of the independent variable is considered constant, employee performance can increase. X_1 of 0.142 has a positive relationship which shows that if Compensation increases, followed by an increase in Employee Performance of 0.142 with the assumption that other variables are said to be constant. X_2 of 0.329 has a positive relationship indicating that if Communication increases, it is followed by an increase in Employee Performance of 0.329 with the assumption that other variables are said to be constant. X_3 of 0.512 has a positive relationship indicating that if Work Discipline increases, it is followed by an increase in Employee Performance of 0.512 with the assumption that other variables are said to be constant.

Hypothesis Testing

Partial Test (T Test)

Partial test is conducted to determine the effect of each variable X_1 , X_2 , X_3 on variable Y. T test is conducted by comparing T table to research with $df = nk - 1$ so that the T table value is obtained = 2.051 and the level of significance $\alpha = 0.05$. The following are the results of the t test:



Table 7. Partial Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.183	3.003		1,726	.09		
X1	.142	.122	.142	2.170	.003	.883	1.132
X2	.329	.180	.318	2,834	.004	.430	2.323
X3	.512	.151	.566	3.392	.002	.466	2.146

a. Dependent Variable: Y

Source: SPSS output (2023)

From the table above it can be concluded:

1. From the results of the Compensation T test (X_1), it is explained that $T \text{ count} > T \text{ table}$ ($2.170 > 2.051$) which indicates that H_1 is accepted. With a significant value of $0.003 < 0.05$, it explains that partially Compensation has a positive and significant effect on Employee Performance.
2. From the results of the Communication T test (X_2) it is explained that $T \text{ count} > T \text{ table}$ ($2.834 > 2.051$) which indicates that H_2 is accepted. With a significant value of $0.04 < 0.05$ which explains that partially Communication has a positive and significant effect on Employee Performance.
3. From the results of the Discipline T test (X_3), it is explained that $T \text{ count} > T \text{ table}$ ($3.393 > 2.051$) which indicates that H_3 is accepted. With a significant value of $0.02 < 0.05$, it explains that partially Discipline has a positive and significant effect on Employee Performance.

Simultaneous Test (F Test)

The F test is conducted to determine whether the independent variables together have an influence on the dependent variable.

Table 8. Simultaneous Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	212,746	3	70,915	17,037	<,001b
	Residual	108,221	26	4.162		
	Total	320,967	29			

1072



a. Dependent Variable: Y
b. Predictors: (Constant), X3, X1, X2

Source: SPSS output (2023)

Based on the results, the significant value is below 0.05 and the calculated F value > F table ($17.037 > 3.35$) which indicates that there is an influence between Compensation (X_1) Communication (X_2), Discipline (X_3) and Employee Performance (Y). can be interpreted that H4 is accepted.

Test of Determination Coefficient

The Determination Coefficient Test is used to measure the magnitude of the regression model's ability to explain the dependent variable. It can be explained in the table below:

Table 9. Determination Coefficient Test

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814a	.663	.624	2.04018
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: SPSS output (2023)

From the results above, it is known that the R² (R Square) value is 0.663. From this value, the contribution of the independent variable is 0.663 or 66.3%. It can be interpreted that the Performance variable is influenced by the variable Compensation (X_1) Communication (X_2), Discipline (X_3) amounted to 66.3% while the remaining 33.7% was explained in other variables not discussed in the study.

CONCLUSION

Based on the research that has been conducted, several conclusions can be drawn as follows:

1. The use of good Compensation variable (X_1) will provide positive and significant results on Employee Performance variable (Y). This means that good Compensation will have an impact on good Employee Performance.



2. The use of good Communication variables (X_2) will provide positive and significant results on Employee Performance variables (Y). This means that regular Communication will make Employee Performance more efficient.
3. The use of good Discipline variable (X_3) will provide positive and significant results on Employee Performance variable (Y). This means that good Discipline will have an impact on Employee Performance to be more motivated.

Suggestion

Based on the research that has been conducted, researchers have suggestions for PT Perkebunan Nusantara 1 Regional 7 Kebun Tulung Buyut in order to improve employee performance to pay more attention to the work environment by paying attention to all aspects such as smooth communication, employee discipline in carrying out tasks that are their responsibility.

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1074



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