

The Effect of Compensation, Work Discipline, and Work Environment on Employee Performance: Evidence from an Indonesian Company

Agnar Rifky Iswanto^{1*}, Nugraha Saefudin²

Widyatama University

Corresponding Author: agnar.iswanto@widyatama.ac.id^{1*},
nugraha.saefudin@widyatama.ac.id²

Article Information:

Received: January 19, 2026, Accepted: January 26, 2026, Published: January 30, 2026

Abstract

Employee performance is a critical determinant of organizational effectiveness and sustainability, particularly in labor-intensive organizations. This study aims to examine the effect of compensation, work discipline, and work environment on employee performance. A quantitative approach with a descriptive and verificative design was employed. The study included all 77 employees of PT Kriya Nusantara Global and employed a census sampling technique. Data were collected via structured questionnaires and analyzed using multiple linear regression, supported by validity and reliability assessments and classical assumption tests. The results indicate that compensation, work discipline, and work environment each have a positive and significant effect on employee performance. Furthermore, the simultaneous test confirms that these variables collectively explain significant variation in employee performance. The findings demonstrate that employee performance is shaped by an integrated human resource system that combines fair compensation, consistent disciplinary practices, and a supportive work environment. This study contributes to the human resource management literature by reinforcing the importance of integrated HR practices in improving employee performance. In practice, the findings provide managerial insights for organizations to design holistic HR policies that align reward systems, behavioral discipline, and workplace conditions to achieve sustainable performance improvements. However, the findings are based on a single-organization context and should be generalized with caution.

Keywords: Compensation; Work Discipline; Work Environment; Employee Performance; Multiple Linear Regression

1. Introduction

Employee performance remains a central concern in human resource management because it directly determines organizational effectiveness, service quality, and long-term competitiveness. In increasingly dynamic and competitive business environments, organizations are required not only to achieve operational efficiency but also to ensure that employees perform consistently at optimal levels. Recent studies emphasize that employee performance is not merely an individual outcome but a reflection of how organizations design and implement their human resource practices systematically and integratively ([Jiang et al., 2021](#); [Malik et al., 2023](#)).

Published by:

In practice, many organizations continue to face persistent performance-related challenges such as declining productivity, absenteeism, weak work discipline, and uneven work outcomes across employees. These issues are particularly evident in labor-intensive organizations, where performance depends heavily on daily employee behavior and motivation. Empirical evidence from emerging economies suggests that performance problems are often rooted in managerial factors rather than employee capability alone, highlighting the importance of effective compensation systems, discipline enforcement, and supportive work environments ([Nguyen et al., 2022](#); [Putra & Setiawan, 2021](#)).

Compensation has been widely recognized as a fundamental mechanism through which organizations influence employee motivation and performance. Contemporary compensation research moves beyond pay level discussions and emphasizes fairness, performance linkage, and perceived equity as key drivers of employee outcomes. When employees perceive compensation systems as fair and aligned with their contributions, they are more likely to demonstrate higher commitment and performance ([Sharma & Dhar, 2020](#); [Park & Min, 2022](#)). Conversely, poorly designed compensation systems may reduce motivation and weaken performance despite adequate pay levels.

Work discipline represents another critical factor shaping employee performance, particularly in organizations that rely on standardized procedures and coordination. Discipline functions as a behavioral control mechanism that ensures compliance with organizational rules, punctuality, and consistency in task execution. Recent empirical studies indicate that work discipline not only affects performance directly but also strengthens the effectiveness of other HR practices by fostering accountability and work responsibility among employees ([Al-Shammari et al., 2021](#); [Sari et al., 2023](#)).

In addition to compensation and discipline, the work environment plays a significant role in shaping employee attitudes and performance. Modern perspectives conceptualize the work environment as a combination of physical conditions and psychosocial factors, including interpersonal relationships, communication climate, and psychological safety. A supportive work environment has been shown to enhance focus, reduce work stress, and improve productivity, particularly in organizations operating under high work demands ([Raziq & Maulabakhsh, 2022](#); [Lee et al., 2021](#)).

Although prior studies have examined compensation, work discipline, and work environment separately, empirical research that integrates these variables within a single analytical framework remains limited, particularly at the organizational level in developing-country contexts. Many existing studies focus on partial relationships, leaving a gap in understanding how these human resource factors interact to influence employee performance. Addressing this gap is essential for generating practical insights that are directly applicable to managerial decision-making ([Kwon & Kim, 2020](#); [Wahyudi et al., 2022](#)).

Based on these considerations, this study aims to examine the effect of compensation, work discipline, and work environment on employee performance at PT Kriya Nusantara Global. By employing a quantitative approach and analyzing data from all employees within the organization, this study seeks to provide empirical evidence on the individual and combined influence of key HR practices on performance. The findings are expected to contribute to the human resource management literature and offer practical guidance for managers in designing integrated HR policies that enhance employee performance.

2. Literature Review

2.1 Compensation and Employee Performance

Compensation is one of the most influential human resource mechanisms used by organizations to shape employee motivation and performance. Contemporary compensation theory emphasizes that compensation should not only fulfill economic needs but also signal recognition, fairness, and organizational appreciation for employee contributions. When compensation systems are perceived as equitable and performance-based, employees tend to demonstrate higher levels of effort, commitment, and work quality ([Sharma & Dhar, 2020](#); [Park & Min, 2022](#)).

Recent empirical studies confirm that compensation plays a significant role in enhancing employee performance across various organizational contexts. Employees who receive competitive wages, incentives, and benefits are more motivated to achieve performance targets and maintain productivity. Conversely, compensation systems that are perceived as unfair or disconnected from performance outcomes may weaken employee motivation and reduce performance effectiveness ([Malik et al., 2023](#); [Wahyudi et al., 2022](#)). Based on this theoretical and empirical foundation, compensation is expected to have a positive influence on employee performance.

H1: Compensation has a positive and significant effect on employee performance.

2.2 Work Discipline and Employee Performance

Work discipline refers to the degree to which employees comply with organizational rules, procedures, and behavioral standards. From a behavioral control perspective, discipline functions as a mechanism that ensures consistency, punctuality, and responsibility in task execution. High levels of work discipline help organizations maintain operational order and minimize performance deviations caused by absenteeism, lateness, or procedural violations ([Al-Shammari et al., 2021](#)).

Empirical evidence shows that disciplined employees are more likely to demonstrate reliable performance outcomes and contribute to organizational efficiency. Studies conducted in both public and private organizations indicate that work discipline has a direct and positive relationship with employee performance, particularly in environments where coordination and standard operating procedures are critical ([Sari et al., 2023](#); [Nguyen et al., 2022](#)). Employees who adhere to organizational rules tend to complete tasks more effectively and meet performance expectations. Therefore, work discipline is expected to positively influence employee performance.

H2: Work discipline has a positive and significant effect on employee performance.

2.3 Work Environment and Employee Performance

The work environment encompasses physical conditions and psychosocial factors that shape employees' daily work experiences. Modern human resource literature conceptualizes the work environment as a multidimensional construct that includes workplace safety, comfort, interpersonal relationships, communication climate, and psychological well-being. A supportive work environment enables employees to focus on their tasks, reduces stress, and enhances overall productivity ([Lee et al., 2021](#); [Raziq & Maulabakhsh, 2022](#)).

Recent studies demonstrate that employees working in conducive environments tend to show

higher levels of job satisfaction and performance. Positive interactions with colleagues, effective communication, and adequate physical facilities contribute to improved work outcomes. Conversely, poor working conditions may lead to fatigue, stress, and reduced performance levels ([Putra & Setiawan, 2021](#); [Malik et al., 2023](#)). Based on these findings, the work environment is expected to exert a positive influence on employee performance.

H3: Work environment has a positive and significant effect on employee performance.

2.4 Simultaneous Effect of Compensation, Work Discipline, and Work Environment

Human resource management practices rarely operate in isolation. Contemporary HRM perspectives emphasize that employee performance is shaped by the combined and interactive effects of multiple HR practices. Compensation, work discipline, and work environment jointly create a system that influences employee motivation, behavior, and work outcomes. An integrated HR approach ensures that financial rewards, behavioral control, and supportive conditions reinforce one another ([Jiang et al., 2021](#); [Kwon & Kim, 2020](#)).

Empirical research suggests that organizations implementing integrated HR practices achieve stronger performance outcomes compared to those relying on fragmented policies. When employees are adequately rewarded, guided by clear rules, and supported by a conducive work environment, they are more likely to demonstrate consistent and high-quality performance. Therefore, it is reasonable to expect that compensation, work discipline, and work environment simultaneously influence employee performance.

H4: Compensation, work discipline, and work environment simultaneously have a significant effect on employee performance.

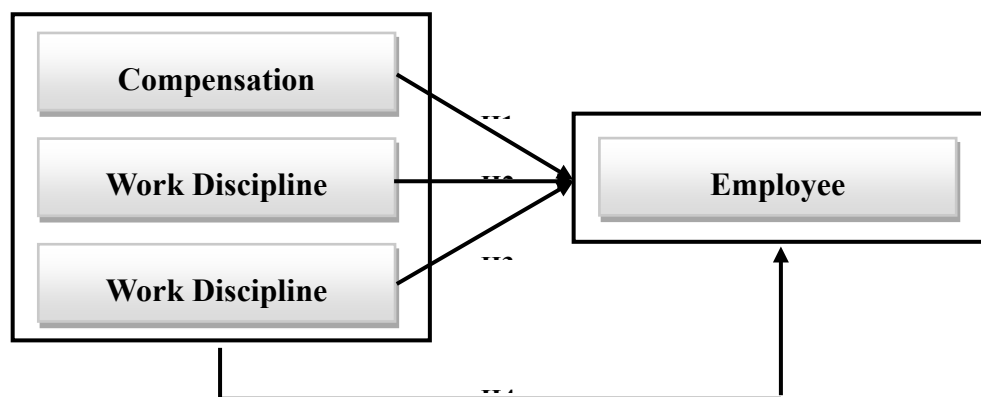


Figure 1. Research Framework

Table 1. Summary of Prior Studies (2020–2022)

No	Author(s) & Year	Title & Source	Research Findings	Similarities	Differences
1	Astuti (2023)	<i>The Effect of Work Environment, Compensation, and Work Discipline on</i>	The results show that work environment, compensation,	Examines work environment, compensation	Conducted at Toko Mitra Anda, while the current

		<i>Employee Performance</i>	and work discipline have positive and significant effects on employee performance, both partially and simultaneously.	, work discipline, and employee performance.	study focuses on PT Kriya Nusantara Global.
2	Adha (2024)	<i>The Effect of Compensation, Work Discipline, and Work Environment on Employee Performance at PT Modaindo Group</i>	Compensation has a negative but insignificant effect on employee performance, while work discipline and work environment have positive and significant effects.	Uses the same core variables: compensation, work discipline, work environment, and employee performance.	Differences in organizational context and compensation results compared to the present study.
3	Janah (2022)	<i>The Effect of Compensation, Work Discipline, and Work Environment on Employee Performance at CV GTT Kediri</i>	Compensation, work discipline, and work environment simultaneously have positive and significant effects on employee performance.	Similar research model and analytical approach.	Conducted at CV GTT Kediri with different organizational characteristics.
4	Fernanda (2024)	<i>The Effect of Physical Work Environment, Work Discipline, and Financial Compensation on Employee Performance</i>	Physical work environment, work discipline, and financial compensation significantly affect employee performance, with work discipline as the dominant variable.	Investigates compensation, work discipline, work environment, and employee performance.	Focuses on a public sector institution (National Archives of Indonesia).
5	Sugiyanta	<i>Effect of Work</i>	Work	Examines	Does not

(2024)	<i>Environment and Compensation on Employee Performance in PT Cedefindo Bekasi</i>	environment significantly affects employee performance, while compensation has no significant effect; both variables simultaneously influence performance.	compensation and work environment as determinants of employee performance.	include work discipline as an independent variable.
------------------------	--	--	--	---

3. Research Method

3.1 Research Design

This study employed a quantitative research approach with a descriptive and verificative design. The quantitative approach was used to examine the causal relationships between compensation, work discipline, work environment, and employee performance. This design enables objective measurement and statistical testing of the proposed hypotheses based on empirical data collected from respondents.

3.2 Population and Sample

The study population comprised all employees of PT Kriya Nusantara Global. Given the relatively small population size, a census sampling technique was applied, whereby all 77 employees were included as research respondents. This approach ensured comprehensive representation and minimized sampling bias.

3.3 Data Collection

Data were collected through structured questionnaires distributed directly to employees. The questionnaire items were designed using a Likert scale to capture respondents' perceptions of compensation, work discipline, work environment, and employee performance. To support the primary data, interviews and direct observations were also conducted to obtain contextual information related to organizational conditions.

3.4 Measurement of Variables

Compensation was measured using indicators related to financial and non-financial rewards, including salary, incentives, and benefits. Work discipline was measured through indicators reflecting punctuality, compliance with organizational rules, and adherence to standard operating procedures. Work environment was assessed based on physical and non-physical aspects such as workplace comfort, safety, interpersonal relationships, and communication climate. Employee performance was measured using indicators related to work quality, productivity, responsibility, and task completion. All measurement indicators were adapted from established human resource management literature.

3.5 Data Analysis Technique

The collected data were analyzed using statistical techniques. Instrument testing was conducted through validity and reliability tests to ensure data quality. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were performed prior to regression analysis. Hypothesis testing was conducted using multiple linear regression, supported by partial tests (t-tests), simultaneous tests (F-tests), and coefficient of determination (Adjusted R^2) to evaluate the explanatory power of the research model.

Table 2. Variable Operationalization

Variable	Dimension	Indicators	Scale
Compensation (X1)	Direct Financial Compensation	Salary, pay fairness, bonus, incentives	Ordinal
	Indirect Financial Compensation	Health benefits, pension, paid leave, work facilities	Ordinal
	Non-Financial Compensation	Work environment, recognition, career development, job autonomy	Ordinal
Work Discipline (X2)	Compliance and Responsibility	Adherence to SOP, punctuality, task conformity	Ordinal
	Leadership and Supervision	Leadership example, monitoring, managerial firmness	Ordinal
	Fairness and Sanctions	Fair treatment, rewards, disciplinary sanctions	Ordinal
Work Environment (X3)	Physical Work Environment	Lighting, workspace layout, noise, facilities	Ordinal
	Non-Physical Work Environment	Relationship with supervisors, coworker relationships	Ordinal
Employee Performance (Y)	Quality of Work	Accuracy, neatness, compliance with standards	Ordinal
	Quantity of Work	Output volume, work speed, productivity	Ordinal
	Responsibility	Discipline, commitment, task completion	Ordinal
	Cooperation	Communication, teamwork, participation	Ordinal

4. Result and Discussions

4.1 Respondent Characteristics

The respondents in this study comprised 77 employees of PT Kriya Nusantara Global. Based on demographic characteristics, respondents were predominantly productive-age employees with varying lengths of employment, indicating a workforce with sufficient experience and familiarity with organizational procedures. This diversity enables the data to reflect a realistic representation of employees' perceptions of compensation, work discipline, work environment, and performance. This respondent profile indicates that the sample comprises a relatively experienced and productive workforce, which is appropriate for examining perceptions of compensation, discipline, and the work environment.

Table 3. Respondent Characteristics (n = 77)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	49	63.6
	Female	28	36.4
Age	20–25 years	12	15.6
	26–30 years	18	23.4
	31–40 years	27	35.0
	41–50 years	10	13.0
	> 50 years	10	13.0
Length of Employment	0–2 years	23	29.9
	2–4 years	18	23.4
	4–8 years	28	36.4
	> 8 years	8	10.4

Source: Processed primary data (2025)

4.2 Instrument Testing

Prior to hypothesis testing, the research instruments were evaluated through validity and reliability tests to ensure data quality. The validity test results indicated that all measurement items had correlation coefficients exceeding the minimum acceptable threshold, confirming that the indicators accurately measured their respective constructs. Reliability testing further showed that all variables had Cronbach's alpha values above the recommended cutoff, indicating internal consistency and instrument reliability.

These results indicate that the research instrument demonstrates strong construct validity and internal consistency, ensuring that subsequent statistical analyses are based on reliable and accurate measurements.

Table 4. Summary of Validity Test Results

Variable	Number of Items	Valid Items	Result
Compensation (X1)	17	17	Valid
Work Discipline (X2)	12	12	Valid
Work Environment (X3)	8	8	Valid
Employee Performance (Y)	12	12	Valid

Source: Processed primary data (2025)

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Result
Compensation (X1)	0.965	0.70	Reliable
Work Discipline (X2)	0.944	0.70	Reliable
Work Environment (X3)	0.929	0.70	Reliable
Employee Performance (Y)	0.956	0.70	Reliable

4.3 Classical Assumption Tests

Published by:

Classical assumption tests were conducted to confirm the suitability of the data for multiple linear regression analysis. The normality test demonstrated that the data were normally distributed. Multicollinearity testing revealed that tolerance values exceeded the minimum threshold and variance inflation factor (VIF) values were within acceptable limits, indicating no multicollinearity among the independent variables. Additionally, the heteroscedasticity test showed no systematic pattern, suggesting that the regression model met the assumption of homoscedasticity.

Uji Normalitas

Table 6. Hasil Uji Normalitas

		Unstandardized Residual
N		77
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.3055573
Most Extreme Differences	Absolute	.236
	Positive	.236
	Negative	-.168
Test Statistic		.236
Asymp. Sig. (2-tailed)		.200 ^c
a. Test distribution is Normal.		

Table 7 Hasil Uji Multikolinearitas

Model		B	Std. Error	Beta	t	sig	Tolerance	VIF
1	(Constant)	65.738	8.642		6.903	.001		
	Compensation	.887	.303	.772	8.818	.000	.963	1.040
	Work Discipline	.802	.387	.742	8.855	.000	.963	1.040
	Work environment	.825	.343	.709	7.927	.000	.963	1.040

a. Dependent Variable: Employee performance

Uji Heteroskedastisitas

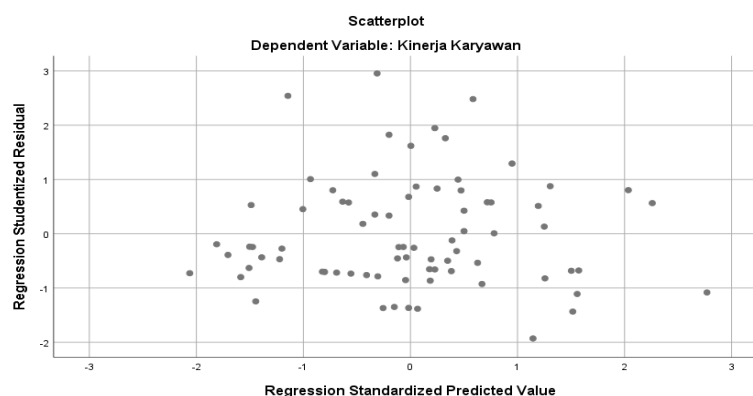


Figure 2. Heteroscedasticity Test Results

Source: Researcher Data Processing Results (2025)

Overall, the results confirm that the regression model meets the required classical assumptions

and is appropriate for hypothesis testing.

4.4 Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the effect of compensation, work discipline, and work environment on employee performance. The regression results indicate that compensation, work discipline, and work environment each have a positive regression coefficient, suggesting a positive relationship with employee performance. This finding implies that improvements in these human resource factors are associated with higher levels of employee performance.

Among the independent variables, compensation, work discipline, and work environment exhibit strong, statistically significant relationships with employee performance.

Table 8. Multiple Linear Regression Results

Independent Variable	Beta Coefficient	t-value	Sig.
Compensation (X1)	0.887	8.818	0.000
Work Discipline (X2)	0.802	8.855	0.000
Work Environment (X3)	0.825	7.927	0.000

Dependent Variable: Employee Performance

Source: Processed primary data (2025)

4.5 Hypothesis Testing

Partial hypothesis testing using the t-test shows that compensation has a positive and significant effect on employee performance, supporting Hypothesis 1. Work discipline also demonstrates a positive and significant effect on employee performance, confirming Hypothesis 2. Similarly, the work environment is found to have a positive and significant effect on employee performance, thereby supporting Hypothesis 3.

Simultaneous testing using the F-test indicates that compensation, work discipline, and work environment collectively have a significant effect on employee performance. This result supports Hypothesis 4 and confirms that the proposed model is statistically valid for explaining employee performance within the organization.

These findings confirm that both individual and collective human resource factors play a significant role in shaping employee performance.

Table 9. Model Summary and Hypothesis Testing

Indicator	Value
R Square	0.772
Adjusted R Square	0.763
F-value	82.631
Sig. (F-test)	0.000

Hypothesis	Statement	Result
H1	Compensation → Employee Performance	Accepted
H2	Work Discipline → Employee Performance	Accepted
H3	Work Environment → Employee Performance	Accepted
H4	X1, X2, X3 → Employee Performance	Accepted

4.6 Coefficient of Determination

The coefficient of determination (Adjusted R^2) indicates that compensation, work discipline, and work environment jointly explain a substantial proportion of the variance in employee performance. This result suggests that the three independent variables play a significant role in shaping employee performance, while the remaining variance may be influenced by other factors not examined in this study. This result suggests that the proposed model has strong explanatory power in explaining employee performance within the organizational context studied.

4.7. Discussion

This study provides empirical evidence that compensation, work discipline, and work environment significantly influence employee performance, both individually and simultaneously. The findings confirm that employee performance is not shaped by a single human resource practice but emerges from the interaction of financial rewards, behavioral control mechanisms, and supportive working conditions. This result strengthens the argument that an integrated human resource management approach is essential for sustaining employee performance in organizational settings.

The positive and significant effect of compensation on employee performance indicates that employees respond strongly to fair and performance-related reward systems. This finding supports contemporary compensation theory, which emphasizes that compensation serves not only as economic remuneration but also as a signal of recognition and organizational appreciation ([Sharma & Dhar, 2020](#); [Park & Min, 2022](#)). When employees perceive compensation as equitable and aligned with their contributions, they are more motivated to exert effort and maintain performance standards. This result is consistent with prior empirical studies showing that compensation remains a critical driver of employee performance, particularly in organizations where financial incentives are closely tied to work outcomes ([Malik et al., 2023](#)).

Work discipline is also found to have a significant positive effect on employee performance. This finding suggests that discipline functions as an important behavioral mechanism that ensures consistency, responsibility, and adherence to organizational rules. Employees who demonstrate high levels of discipline tend to manage their time effectively, comply with standard operating procedures, and complete tasks in a timely manner. This result aligns with previous studies that highlight the role of discipline in strengthening work behavior and improving performance outcomes ([Al-Shammari et al., 2021](#); [Sari et al., 2023](#)). In this context, discipline does not operate as a restrictive control but rather as a framework that supports productive work behavior.

Furthermore, the work environment shows a significant positive relationship with employee performance, indicating that both physical and non-physical workplace conditions play a

crucial role in shaping employee outcomes. A supportive work environment enhances employee comfort, reduces work-related stress, and fosters positive interpersonal relationships, which ultimately contribute to higher performance levels. This finding is consistent with studies emphasizing that a conducive work environment enables employees to focus on task completion and sustain productivity ([Lee et al., 2021](#); [Raziq & Maulabakhsh, 2022](#)). The result reinforces the view that employee performance cannot be separated from the conditions under which work is performed.

The simultaneous effect of compensation, work discipline, and work environment further confirms that these human resource factors operate as an integrated system rather than independent elements. When employees receive adequate compensation, are guided by clear disciplinary standards, and work in a supportive environment, their performance improves more consistently. This finding supports integrated HRM perspectives, which argue that the alignment of multiple HR practices generates stronger performance outcomes than fragmented or isolated interventions ([Jiang et al., 2021](#); [Kwon & Kim, 2020](#)). The strong explanatory power of the model indicates that the combination of these variables provides a comprehensive understanding of employee performance within the organizational context studied.

Overall, the discussion highlights that improving employee performance requires a balanced managerial focus on reward systems, behavioral discipline, and work environment quality. Organizations that prioritize only one of these aspects may fail to achieve sustainable performance improvements. Therefore, the findings of this study contribute to the human resource management literature by reinforcing the importance of integrated HR practices and providing practical guidance for managers seeking to enhance employee performance through holistic policy design.

5. Conclusion

This study concludes that compensation, work discipline, and work environment significantly influence employee performance, both individually and in combination. The findings demonstrate that employee performance is shaped by a combination of financial rewards, behavioral discipline, and supportive workplace conditions rather than by a single human resource practice. These results confirm that integrated human resource management practices play a critical role in enhancing organizational performance.

The positive effect of compensation indicates that fair and performance-oriented reward systems remain an effective mechanism for motivating employees and improving work outcomes. Similarly, work discipline contributes to performance by promoting responsibility, compliance with organizational rules, and consistency in task execution. In addition, a conducive work environment supports employee performance by fostering comfort, reducing work-related stress, and encouraging positive interpersonal interactions. Together, these factors create a work system that enables employees to perform optimally.

From a managerial perspective, the findings suggest that organizations should adopt a holistic approach to human resource management. Managers are encouraged to design compensation policies that are transparent and performance-based, enforce discipline consistently and fairly, and continuously improve both the physical and non-physical aspects of the work environment. Such an integrated approach can help organizations achieve sustainable improvements in employee performance.

Despite its contributions, this study has several limitations. The research was conducted within

a single organization, which may limit the generalizability of the findings to other organizational contexts. In addition, this study focuses on three human resource variables, while other factors such as leadership style, motivation, or organizational culture were not examined. Future research is therefore encouraged to involve broader samples and incorporate additional variables to provide a more comprehensive understanding of employee performance determinants.

References

- Adha, F. A., & Kasmari. (2024). Pengaruh kompensasi, disiplin kerja, dan lingkungan kerja terhadap kinerja karyawan. *Jurnal E-Bis: Ekonomi Bisnis*, 8(2), 846–855. <https://doi.org/10.37339/e-bis.v8i2.1895>
- Al-Shammari, M., Al-Mutairi, A., & Al-Qatami, S. (2021). Work discipline and employee performance: Evidence from organizational settings. *Management Science Letters*, 11(3), 879–886. <https://doi.org/10.5267/j.msl.2020.10.012>
- Astuti, V., & Damayanti, D. (2023). Pengaruh lingkungan kerja, kompensasi, dan disiplin kerja terhadap kinerja karyawan. *Jurnal Riset Akuntansi dan Bisnis Indonesia*, 3(3). <https://journals.indexcopernicus.com/api/file/viewByFileId/1857216>
- Fernanda, R., Cik, A., & Digdowiseiso, K. (2024). The effect of physical work environment, work discipline, and financial compensation on employee performance. *Journal of Social Science*, 5(1).
- Janah, S. F., & Bhirawa, S. W. S. (2022). Pengaruh kompensasi, disiplin kerja, dan lingkungan kerja terhadap kinerja karyawan pada CV GTT Kediri. *Simposium Manajemen dan Bisnis*, 1, 663–670. <https://repository.unpkediri.ac.id/5960/>
- Jiang, K., Hu, J., Liu, S., & Lepak, D. P. (2021). Understanding employees' perceptions of human resource practices: Effects on performance and well-being. *Human Resource Management Journal*, 31(2), 455–472. <https://doi.org/10.1111/1748-8583.12314>
- Kwon, K., & Kim, T. (2020). An integrative review of employee engagement and performance. *Human Resource Management Review*, 30(2), 100704. <https://doi.org/10.1016/j.hrmr.2019.100704>
- Lee, Y., Tao, W., Li, J. Y. Q., & Sun, R. (2021). Enhancing employees' well-being and performance through supportive work environments. *Public Relations Review*, 47(1), 101982. <https://doi.org/10.1016/j.pubrev.2020.101982>
- Malik, P., Garg, P., & Jain, R. (2023). Linking HR practices and employee performance: The mediating role of motivation. *International Journal of Manpower*, 44(4), 742–759. <https://doi.org/10.1108/IJM-08-2021-0482>
- Nguyen, T. T., Pham, L. T., & Le, Q. H. (2022). Human resource management practices and employee performance in emerging economies. *Asia Pacific Management Review*, 27(3), 151–160. <https://doi.org/10.1016/j.apmr.2021.09.002>
- Park, S., & Min, S. (2022). Pay fairness and employee performance: The role of perceived organizational justice. *Journal of Business Research*, 139, 1304–1314. <https://doi.org/10.1016/j.jbusres.2021.10.054>

- Putra, I. G. B., & Setiawan, P. Y. (2021). Work environment and employee performance: Evidence from Indonesian organizations. *Journal of Asian Finance, Economics and Business*, 8(2), 1045–1053. <https://doi.org/10.13106/jafeb.2021.vol8.no2.1045>
- Nguyen, T. T., Pham, L. T., & Le, Q. H. (2022). Human resource management practices and employee performance in emerging economies. *Asia Pacific Management Review*, 27(3), 151–160. <https://doi.org/10.1016/j.apmr.2021.09.002>
- Park, S., & Min, S. (2022). Pay fairness and employee performance: The role of perceived organizational justice. *Journal of Business Research*, 139, 1304–1314. <https://doi.org/10.1016/j.jbusres.2021.10.054>
- Putra, I. G. B., & Setiawan, P. Y. (2021). Work environment and employee performance: Evidence from Indonesian organizations. *Journal of Asian Finance, Economics and Business*, 8(2), 1045–1053. <https://doi.org/10.13106/jafeb.2021.vol8.no2.1045>
- Raziq, A., & Maulabakhsh, R. (2022). Impact of working environment on job satisfaction and performance. *Management Science Letters*, 12(1), 1–8. <https://doi.org/10.5267/j.msl.2021.8.001>
- Sari, D. P., Handayani, R., & Nugroho, Y. (2023). Work discipline, leadership, and employee performance: Empirical evidence from Indonesian firms. *Journal of Asian Finance, Economics and Business*, 10(2), 345–354. <https://doi.org/10.13106/jafeb.2023.vol10.no2.0345>
- Sharma, A., & Dhar, R. L. (2020). Role of compensation and rewards in shaping employee motivation and performance. *Journal of Organizational Effectiveness: People and Performance*, 7(2), 197–215. <https://doi.org/10.1108/JOEPP-01-2020-0006>
- Sugiyanta, Y., & Alessandro, M. (2024). Effects of the work environment and compensation on employee performance at PT Cedefindo Bekasi. *International Journal of Entrepreneurship and Business Development*, 7(2).
- Wahyudi, A., Pratama, I. G. S., & Sari, N. P. R. (2022). Human resource practices and employee performance: Evidence from Indonesian service firms. *International Journal of Productivity and Performance Management*, 71(8), 3145–3163. <https://doi.org/10.1108/IJPPM-03-2021-0167>

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

