

## The Effect of Performance Appraisal and Allowances Performance on Employee Performance Through Work Discipline as an Intervening Variable in the Banten Provincial Public Works and Spatial Planning Office

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### ABSTRACT

*Performance has a very important role because performance is the final result of the employee's process of completing their tasks. Employees who complete their tasks well and correctly will have high performance. The purpose of this study is to examine the effect of performance appraisal and performance allowances on employee performance through work discipline as an intervening variable. The approach used in this study is a quantitative approach with a descriptive causality design. In this study, data collection used a survey method through the distribution of questionnaires. The population of the study was 204 employees, and the sample was taken using a simple random sampling technique of 67 ASN PUPR employees of Banten Province. The analysis method used in this study used the SEM (Structural Equation Modeling) method and testing was carried out with the Partial Least Square (PLS) program using the assistance of SmartPLS v.3.2.9 software. The results of the study indicate that H1: there is a positive and significant influence of performance appraisal on employee performance, H2: there is a positive and significant influence of performance allowances on employee performance, H3: there is a positive and significant influence of performance appraisal on work discipline, H4: there is a positive and significant influence of performance allowances on work discipline, H5: there is a positive and significant influence of work discipline on employee performance, H6: there is a positive and significant influence of performance appraisal on employee performance through work discipline, H7: there is a positive and significant influence of performance allowances on employee performance through work discipline.*

**Keywords:** Performance appraisal, Performance allowance, Work discipline, Employee performance.

### ABSTRAK

Kinerja memiliki peran yang sangat penting karena kinerja merupakan hasil akhir dari proses karyawan menyelesaikan tugasnya. Karyawan yang menyelesaikan tugasnya dengan baik dan benar akan memiliki kinerja yang tinggi. Tujuan penelitian ini adalah untuk mengkaji pengaruh penilaian kinerja dan tunjangan kinerja terhadap kinerja karyawan melalui disiplin kerja sebagai variabel intervensi. Pendekatan yang digunakan dalam penelitian ini adalah pendekatan kuantitatif dengan desain kausalitas deskriptif. Dalam penelitian ini, pendataan menggunakan metode survei melalui distribusi kuesioner. Populasi penelitian adalah 204 karyawan, dan sampel diambil dengan menggunakan teknik *simple random sampling* dari 67 karyawan ASN PUPR Provinsi Banten. Metode analisis yang digunakan dalam penelitian ini menggunakan metode SEM (Structural Equation Modeling) dan pengujian dilakukan dengan program Partial Least Square (PLS) menggunakan bantuan perangkat lunak SmartPLS v.3.2.9. Hasil penelitian menunjukkan bahwa H1: terdapat pengaruh positif dan signifikan dari penilaian kinerja terhadap kinerja karyawan, H2: terdapat

pengaruh positif dan signifikan dari tunjangan kinerja terhadap kinerja karyawan, H3: terdapat pengaruh positif dan signifikan dari penilaian kinerja terhadap disiplin kerja, H4: terdapat pengaruh positif dan signifikan dari tunjangan kinerja terhadap disiplin kerja, H5: ada pengaruh positif dan signifikan dari disiplin kerja terhadap kinerja karyawan, H6: ada pengaruh positif dan signifikan dari penilaian kinerja terhadap kinerja karyawan melalui disiplin kerja, H7: ada pengaruh positif dan signifikan dari tunjangan kinerja terhadap kinerja karyawan melalui disiplin kerja.

**Kata kunci:** Penilaian kinerja, Tunjangan kinerja, Disiplin kerja, Kinerja karyawan.

## INTRODUCTION

In carrying out its duties, a public organization such as the Public Works and Spatial Planning Office of Banten Province requires optimal employee performance. Employee performance has a significant impact on the efficiency and effectiveness of various infrastructure development and spatial planning activities in the region. Therefore, it is important to understand the factors that affect employee performance in a public organization like this (Latifah et al., 2024)

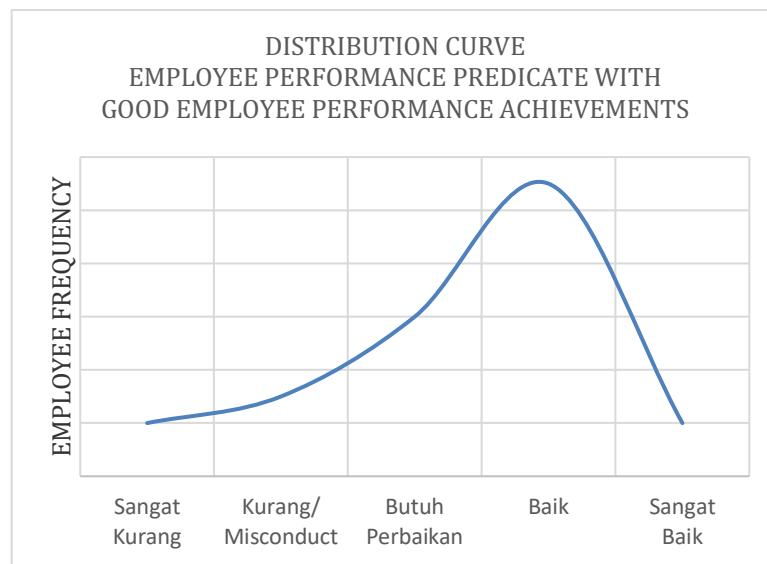
The work of employees of the Banten Provincial Public Works and Spatial Planning Office in 2021 and 2022 received the title of employee performance with good performance achievements with continuous feedback based on supporting evidence according to the expectations of the leadership in terms of the quantity of timely completion (Meckelburg & Wardana, 2024).

**Table 1. Performance Assessment Indicators for Employees of the Banten Provincial PUPR Office in 2024**

Work result	Behavior Work	Expectation Leader	Results
on top expectation	above expectations	above expectations above expectations	very good
in accordance expectation	above expectations	in accordance expectation above expectations	good
below expectations breast milk	above expectations	below expectations above expectations	needs repair
above expectations	in accordance expectation	above expectations in accordance expectation	good
in accordance expectation	in accordance expectation	in accordance expectation in accordance expectation	good
below expectations	in accordance expectation	below expectations in accordance expectation	needs repair

Work result	Behavior Work	Expectation Leader	Results
above expectations	below expectations	above expectations below expectations	lack/ <i>miss conduct</i>
in accordance expectation	below expectations	in accordance expectation below expectations	lack/ <i>miss conduct</i>
below expectations	below expectations	below expectations below expectations	very less
above expectations	above expectations	above expectations above expectations	very good
above expectations	in accordance expectation	above expectations in accordance expectation	good
above expectations	below expectations	above expectations below expectations	lack/ <i>miss conduct</i>
in accordance expectation	above expectations	in accordance expectation above expectations	good
in accordance expectation	in accordance expectation	in accordance expectation in accordance expectation	good
in accordance expectation	below expectations	in accordance expectation below expectations	lack/miss conduct
below expectations	above expectations	below expectations above expectations	needs repair
below expectations	in accordance expectation	below expectations in accordance expectation	needs repair
below expectations	below expectations	below expectations below expectations	very less

Source: Researcher (2021 and 2022)



**Figure 1. Performance Assessment Curve at the Public Works and Spatial Planning Office of Banten Province in 2024**

Source: Researcher (2024)

Based on table 1. Performance indicators can be seen that work results are in line with expectations and work behavior is in line with expectations with good employee performance results. And it can be seen in Figure 1. performance assessment curve that the position achieves good employee performance.

The provision of performance allowances for civil servants is a mandate conveyed through Banten Governor Regulation Number 41 of 2021 which was later changed to Banten Governor Regulation Number 56 of 2021 concerning Banten Province Unit Price Standards, which is given every month. The policy of providing performance allowances and related to improving the performance of civil servants is part of the bureaucratic reform efforts initiated by the government through the Ministry of State Civil Apparatus Empowerment.

**Table 2. Performance Allowance**

Time	Percentage Reduction
Late accumulation in 1 day (1440 minutes)	3 %
No Absence Home	3 %
Not following Apel	3 %

Source: General and Personnel of the Banten Provincial DPUPR (2024)

1. Employees who do not come to work in the current month, their performance allowance is reduced by 3% (three percent) for every 1 (one) day of non-attendance and a maximum of 100% (one hundred percent) in 1 (one) month.
2. Employees who are late to work and/or leave work early, are not at the place of duty and do not fill out the attendance list either in or out of work in the

current month, their performance allowance is reduced, as can be seen in table 2.

3. Employees who carry out Leave are subject to a reduction in performance allowances with the following provisions:
  - a. 12 days off (annual leave) 0%
  - b. Maternity leave 20%
  - c. Umrah or Hajj leave 20%

Effective application of discipline also helps to create a productive and harmonious work environment (Nurlaila et al., 2024). With clear rules and strict consequences for violations, employees will feel safer and encouraged to work with focus and responsibility. Good discipline also plays a role in reducing potential conflicts and increasing collaboration between employees, thus creating a positive and supportive work atmosphere (Komala et al., 2024). In conclusion, work discipline is not just about supervision and rule enforcement, but also an essential strategy in optimizing employee performance and maintaining the integrity of the company. By applying discipline appropriately and consistently, companies can achieve higher levels of performance and create a professional and efficient work culture (Kurniawati et al., 2023).

**Table 3. Employee Attendance Data**

Years	Late	Absent	Number of Employees	Percentage	
				Late	Absent
2021	89	9	193	46,11%	4,66%
2022	118	13	199	59,29%	6,53%

Source: General and Personnel of the Banten Provincial DPUPR (2024)

From the data in Table 3. Above, there was an increase in late entry from 46.11% to 59.29%, and an increase in the number of absentee employees from 4.66% to 6.53%.

**Table 4. Research gap**

No	Aspects	Significant
1	The effect of performance assessment on employee performance	(Aryanti & Perkasa, 2024; Faeni, 2024)
2	The effect of performance allowances on employee performance	(Suprianto & Suci, 2024; Zoniarti & Subhi, 2024)
3	The effect of performance assessment on work discipline	(Bupu & Wardani, 2024; Hadi et al., 2024)
4	The effect of performance allowances on work discipline	(Ais et al., 2024; Dewi et al., 2024)
5	The effect of work discipline on employee	(Hasibuan, 2024;

	performance	Simanjuntak & Indrawan, 2024)
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Source: Researcher (2024)

Departing from the background description above, it provides an overview of the relevant findings in previous research that show the positive influence of performance appraisal and/or performance allowance on work discipline and employee performance. Therefore, the researcher is interested in conducting more research with the title "The Effect of Performance Appraisal and Performance Allowance on Employee Performance Through Work Discipline as an Intervening Variable".

## RESEARCH METHODS

This study uses a quantitative approach using the explanatory research method, because this study aims to examine the influence of performance appraisal and performance allowance on employee performance through work discipline as an intervening variable in the Public Works and Spatial Planning Office of Banten Province. The population in this study is 67 ASN employees in the Banten Provincial Public Works and Spatial Planning Office. The use of samples in this study uses a simple random sampling technique, because the population in this study is relatively small, namely ASN employees of the Banten Provincial Public Works and Spatial Planning Office which totals 67 employees. What was used in this study was primary data. The data collection technique used is a questionnaire that will be distributed through Google Form. The questionnaire was addressed to ASN employees at the Banten Provincial Public Works and Spatial Planning Office. This study uses a Likert scale of 1-5, with the following assessment weights: 1) Strongly agree; 2) Agree; 3) Lack of Consent; 4) disagree; 5) strongly disagree. The data analysis technique in this study is a quantitative analysis technique which includes descriptive analysis, Partial Least Square Structural Equation Modeling (PLS-SEM).

## RESULTS AND DISCUSSION

### Respondent Overview

The data used in this study is primary data obtained through the distribution of questionnaires to 67 respondents, namely ASN employees at the Banten Provincial Public Works and Spatial Planning Office. The respondents in this study are explained through the characteristics of the respondents in the following table:

**Table 5. Respondent Characteristics**

Characteristics	Respondent	Frequency	Percentage (%)
Gender	Man	49	73,2
	Girl	18	26,8
Age	< 25 years	0	0

Characteristics	Respondent	Frequency	Percentage (%)
	25 – 35 years	5	7,4
	36 – 45 years	34	50,8
	> 45 years	28	41,8
Length of Work	< 5 years	4	5,9
	5 – 10 years	8	11,9
	11 – 20 years	37	57,8
	> 20 years	18	26,8
Last Education	SMA/SMK	13	19,4
	D3	6	8,9
	S1	34	50,7
	S2	14	20,8

Source: Questionnaire data (2024)

According to table 5. It can be understood that the number of male respondents is 49 or (73.2%) and female as many as 18 or (26.8%), in other words, the number of male employees in the Banten Provincial PUPR Office is more than female employees.

Based on table 5. It can be understood that the number of respondents aged < 25 years old is 0, 25 – 35 years old is 5 or (7.4), 36 – 45 years old is 34 or (50.8%) and the age range > 45 years is 28 or (41.8%) using other terms, the number of respondents aged 36 – 45 years dominates the Banten Provincial PUPR Office.

Based on table 5. It can be understood that the number of respondents who have a working period of < 5 years is 4 people (5.9%), a working period between 5 – 10 years is 8 people (11.9%), a working period of 11 – 20 years is 37 people (57.8%) and a working period > 20 years is 18 people (26.8%). Thus, the majority of employees of the Banten Provincial PUPR Office have a working period of 11 - 20 years.

According to table 5. It can be understood that the number of respondents who have a high school/vocational education is 13 people or (19.4%), 6 people with a D3 education or (8.9%), 34 people with a S1 education or (50.7%) and 14 people with a S2 education or (20.8%) in other words, the majority of employees of the Banten Provincial PUPR Office have an S1 education.

## Data Test Results

### Outer Model Test

The test in the first stage is a test of research data instruments, at this stage it is useful to test the quality of each data that has been obtained and ensure that the research indicators can accurately measure the answers of each respondent, by looking at their validity and reliability. The methods of determining validity and reliability in this study are Cross Loading, Cronbach's Alpha and Composite Reliability, and AVE. If the outer loading value is more than 0.7, then the result has met the criteria for convergent validity. However, if the value on the validity and

reliability of the construct is already green, then an outer loading value of at least more than 0.5 is acceptable. Cross-loading is declared to meet the criteria if the value on the measured construct is greater than other constructs. Furthermore, if the Composite Reliability value is more than 0.7 and the Cronbach's Alpha value is more than 0.7 then it meets the reliability criteria. Whereas, the minimum AVE value parameter is 0.5 or more, the higher the AVE result will indicate a good level of convergent validity (Hair et al., 2022).

**Table 6. Measurement Model Test Results**

Variable	Items	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Performance Assessment	PK.1	0,968	0,991	0,992	0,872
	PK.2	0,953			
	PK.3	0,963			
	PK.4	0,964			
	PK.5	0,966			
	PK.6	0,962			
	PK.7	0,962			
	PK.8	0,954			
	PK.9	0,954			
	PK.10	0,957			
	PK.11	0,939			
	PK.12	0,955			
	PK.13	0,875			
	PK.14	0,918			
	PK.15	0,890			
	PK.16	0,855			
	PK.17	0,884			
	PK.18	0,880			
Performance Allowance	TK.1	0,800	0,973	0,975	0,724
	TK.2	0,823			
	TK.3	0,801			
	TK.4	0,818			
	TK.5	0,761			
	TK.6	0,907			
	TK.7	0,890			
	TK.8	0,912			
	TK.9	0,905			
	TK1.0	0,909			
	TK.11	0,892			
	TK.12	0,885			
	TK.13	0,853			

Variable	Items	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
	TK.14	0,791			
	TK.15	0,799			
Employee Performance	KP.1	0,777	0,964	0,967	0,665
	KP.2	0,765			
	KP.3	0,809			
	KP.4	0,827			
	KP.5	0,829			
	KP.6	0,837			
	KP.7	0,809			
	KP.8	0,846			
	KP.9	0,824			
	KP.10	0,872			
	KP.11	0,826			
	KP.12	0,842			
	KP.13	0,805			
	KP.14	0,805			
	KP.15	0,747			
Work Discipline	DP.1	0,922	0,972	0,976	0,820
	DP.2	0,920			
	DP.3	0,935			
	DP.4	0,929			
	DP.5	0,924			
	DP.6	0,920			
	DP.7	0,893			
	DP.8	0,867			
	DP.9	0,836			

Source: Data processed by SmartPLS v.3.2.9 (2024)

#### Validity Evaluation of Discrimination

Table 7. Fornell-Larcker Criterion Test Results

Variables	Work Discipline	Employee Performance	Performance Assessment	Performance allowance
Work Discipline	<b>0,906</b>			
Employee Performance	0,866	<b>0,815</b>		
Performance Assessment	0,752	0,815	<b>0,934</b>	

Performance allowance	0,759	0,817	0,699	<b>0,851</b>
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Source: Data processed by SmartPLS v.3.2.9 (2024)

The Fornell-Larcker test method is basically similar to the Cross Loading method, where both compare the construct values on each variable to see the validity of the discrimination. This method is used to see if the measured variable has a higher construct value than the correlation with other variables. Based on the test results in table 7, all variables are declared to have discriminant validity.

### Hypothesis Test

**Table 8. Hypothesis Test Results (Direct Influence)**

Hypothesis	Path Coefficient	Average Sample	Standard Deviation (STDEV)	T-Count (  Z/STDEV  )	P-Value
Performance Assessment -> Employee Performance	0,292	0,298	0,087	3,365	0,001
Performance Allowance -> Employee Performance	0,290	0,285	0,087	3,320	0,001
Performance Assessment -> Work Discipline	0,434	0,422	0,104	4,186	0,000
Performance Allowance -> Work Discipline	0,455	0,461	0,106	4,292	0,000
Work Discipline -> Employee Performance	0,426	0,428	0,081	5,252	0,000

Source: Data processed by SmartPLS v.3.2.9 (2024)

Based on the results of hypothesis testing in table 8, it is known as follows:

1. The first hypothesis (H1) is **accepted**, namely that there is a positive and significant influence between Performance Assessment on Employee Performance as shown through the p-value ( $0.001 < 0.05$ ).
2. The second hypothesis (H2) is **accepted**, namely there is a positive and significant influence between Performance Allowance on Employee Performance which is shown through the p-value ( $0.001 < 0.05$ ).

3. The third hypothesis (H3) is **accepted**, namely that there is a positive and significant influence between Performance Assessment and Work Discipline as shown by the p-value ( $0.000 < 0.05$ ).
4. The fourth hypothesis (H4) is **accepted**, namely there is a positive and significant influence between Performance Allowance on Work Discipline as shown by the p-value ( $0.000 < 0.05$ ).
5. The fifth hypothesis (H5) is **accepted**, namely there is a positive and significant influence between Work Discipline on Employee Performance which is shown through the p-value ( $0.000 < 0.05$ ).

## Mediation Test

The mediation testing method used in this study refers to the research of Baron & Kenny, (1986). which recommends using Specific Indirect Effects to see indirect influences

**Table 9. Mediation Test Results**

Hypothesis	Path Coefficient	Average Sample	Standard Deviation (STDEV)	T-Count (  Z/STDEV  )	P-Value
Performance Assessment -> Work Discipline -> Employee Performance	0,185	0,180	0,054	3,398	0,001
Performance Allowance -> Work Discipline -> Employee Performance	0,194	0,197	0,060	3,213	0,001

Source: Data processed by SmartPLS v.3.2.9 (2024)

Based on the results of hypothesis testing in table 9, it is known as follows:

1. The sixth hypothesis (H6) is **accepted**, namely that Work Discipline can significantly mediate the influence of Performance Assessment on Employee Performance as shown through the path coefficient value ( $0.001 < 0.05$ ).
2. The seventh hypothesis (H7) is **accepted**, namely that Work Discipline can significantly mediate the effect of Performance Allowance on Employee Performance which is shown through the path coefficient value ( $0.001 < 0.05$ ).

## Discussion

### The effect of performance assessment on employee performance

The results of direct influence analysis with the PLS-SEM method in this study showed the results of p-values  $0.001 < 0.05$ , so it can be concluded that the first hypothesis (H1) is accepted. These results mean that there is a significant influence between performance assessment and employee performance. Performance assessment is an important tool to improve employee performance. However, the success of performance assessment is highly dependent on how the system is

designed and implemented. With the right design and effective implementation, performance assessment can be one of the key factors in achieving organizational success. The results of this study are in line with previous research which states that between performance assessment and employee performance (Aryanti & Perkasa, 2024; Faeni, 2024).

### **The effect of performance allowances on employee performance**

The results of direct influence analysis with the PLS-SEM method in this study showed the results of p-values  $0.001 < 0.05$ , so it can be concluded that the second hypothesis (H2) is accepted. These results mean that there is a significant influence between performance allowances and employee performance. Performance allowance is one of the effective instruments to improve employee performance. However, its success depends largely on how the performance allowance is designed, implemented, and communicated to employees. Therefore, it is important for organizations to consider the various factors that affect the effectiveness of performance allowances before deciding to implement them. The results of this study are in line with previous research which states that between performance allowances and employee performance (Suprianto & Suci, 2024; Zoniarti & Subhi, 2024).

### **The effect of performance assessment on work discipline**

The results of direct influence analysis with the PLS-SEM method in this study showed the results of p-values of  $0.000 < 0.05$ , so it can be concluded that the third hypothesis (H3) is accepted. These results mean that there is a significant influence between performance assessment and work discipline. Performance assessment is a very effective tool to improve employee work discipline. However, in order for performance assessment to provide optimal results, they need to be carried out consistently, fairly, and transparently. The results of this study are in line with previous research which states that between performance assessment and work discipline (Bupu & Wardani, 2024; Hadi et al., 2024).

### **The effect of performance allowances on work discipline**

The results of the direct influence analysis with the PLS-SEM method in this study showed the results of p-values of  $0.000 < 0.05$ , so it can be concluded that the fourth hypothesis (H4) is accepted. These results mean that there is a significant influence between performance allowances and work discipline. Performance allowance is one of the effective instruments to improve employee work discipline. However, to achieve optimal results, the provision of performance allowances needs to be balanced with other supporting factors, such as the development of an objective performance evaluation system, effective communication between leaders and employees, and creating a conducive work environment. The results of this study are in line with previous research which states that between performance allowances and work discipline (Ais et al., 2024; Dewi et al., 2024).

## **The effect of work discipline on employee performance**

The results of the direct influence analysis with the PLS-SEM method in this study showed the results of p-values of  $0.000 < 0.05$ , so it can be concluded that the fifth hypothesis (H4) is accepted. These results mean that there is a significant influence between work discipline and employee performance. Work discipline is the key to achieving optimal performance. By creating a work environment that supports discipline and rewards good performance, companies can build quality human resources and contribute to the success of the organization. The results of this study are in line with previous research which states that between work discipline and employee performance (Hasibuan, 2024; Simanjuntak & Indrawan, 2024).

## **The effect of performance assessment on employee performance through work discipline**

The path coefficient obtained for the influence of work discipline can mediate the relationship between performance appraisal and employee performance. The results showed a path coefficient value of 0.185, with a T-statistic of  $3.398 > 1.96$ , and a P-value of  $0.001 < 0.05$ . This shows that performance assessment of employee performance through work discipline. So, this mediation was accepted, and H6 was accepted (Maryani et al., 2021; Putri et al., 2019).

## **The effect of performance allowances on employee performance through work discipline**

The path coefficient obtained for the influence of work discipline can mediate the relationship between performance allowances and employee performance. The results showed a path coefficient value of 0.194, with T-statistics of  $3.213 \geq 1.96$ , and P-values of  $0.001 \leq 0.05$ . This shows that performance allowances for employee performance through work discipline. So, this mediation is accepted, and H7 is accepted (Pasulu et al., 2023; Sujila et al., 2023).

## **CONCLUSIONS AND SUGGESTIONS**

Based on the results of data analysis and discussions that have been carried out in this study, all research problems that have been prepared previously can be answered. This study proves that the influence of performance assessment on employee performance is positive and significant. The effect of performance allowances on employee performance shows that the influence is positive and significant. The influence of performance assessment on work discipline shows that the influence is positive and significant. The effect of performance allowances on work discipline shows that the influence is positive and significant. The influence of work discipline on employee performance shows that the influence is positive and significant. There is a positive and significant influence of performance assessment on employee performance through work discipline. There is a positive and significant influence of performance allowances on employee performance through work discipline.

For Performance Assessment, the results of this study show that performance assessment with the highest value indicators, namely work quantity, work quality, work knowledge and quality, cooperation and dependence, it is recommended that in the public works and spatial planning office of Banten Province, these indicators are maintained. As for the low indicators, namely initiative and personal quality to be evaluated and improved again by officials within the Banten Provincial Public Works and Spatial Planning Office on initiative indicators and personal quality.

For performance allowances, the results of this study show that performance allowances with the highest value indicators, namely timeliness, initiative, and ability, are recommended for the Banten Provincial Public Works and Spatial Planning Office to maintain these indicators. As for the low indicators, namely the quality of work and communication to be evaluated and improved again by officials within the Banten Provincial Public Works and Spatial Planning Office on the indicators of work and communication quality.

For performance discipline, the results of this study show that performance discipline with the highest value indicator, namely attendance and obedience to obligations, duties and regulations, it is recommended that in the Banten Provincial Public Works and Spatial Planning Office, these indicators are maintained. As for the low indicators, they work according to the procedures to be evaluated and improved again by officials within the Banten Provincial Public Works and Spatial Planning Office for indicators to work according to procedures.

For employee performance, the results of this study show that performance allowances with indicators, namely work quality, punctuality, initiative, ability and communication, it is recommended that within the Banten Provincial Public Works and Spatial Planning Office, these indicators are maintained.

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