*Corresponding author: Ismail Hajiali,
Department of Management,
Universitas Muslim Indonesia,
Makassar, Indonesia

E-mail: ismail.ha@umi.ac.id

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Supervision, Compensation, Character on Work Discipline

Ismail Hajiali[1*], Andi Muhammad Fara Kessi[2], Budhiandriani[3], Etik Prihatin[4], Mukhlis Sufri[5]

[1,3,4] Department of Management, Faculty of Economics and Business, Universitas Muslim Indonesia, Makassar, Indonesia. Email: ismail.ha@umi.ac.id
[2] Department of Management, STIE Wira Bhakti, Makassar, Indonesia.
[5] Department of Economic Science and Development Studies, Faculty of Economics and Business, Universitas Muslim Indonesia, Makassar, Indonesia. Email: mukhlis.sufri@umi.ac.id

Abstract: This study comprehensively examines the relationship between the variables Supervision, Compensation, Character on Work Discipline. The study was conducted for 3 months at PT. PLN Makassar City with a total sample of 30 respondents from employees of PT. PLN. The data analysis method used multiple linear regression. The results of the study stated that Supervision has a significant effect on Work Discipline. This can be seen from the results of the t-test with a t-value of 0.767 smaller than t-estimated 1.687 and a significant (H_1 is accepted). Compensation has a significant effect on employee with the t value of 1.354 smaller than the t table of 1.687 and a significant value of < 0.001 (H_2 is accepted). Character does not have a significant effect on Work Discipline. This can be seen from the results of the t-test on the monitoring variable with the t-value of 0.128 smaller than the t-estimated of 0.900 and a significant value of 0.900 (H_3 is not accepted). This study suggest to improve the quality of supervision to employees and provide better supervision by providing tighter and maximum regulations so that automatically the symptoms of irregularities or errors can be prevented and will increase work discipline.

1. INTRODUCTION

PT PLN Persero will develop the competencies and potentials needed by PLN in the electricity business in Indonesia today and the future to ensure that the learning process of the potential of PLN personnel is transformed into superior performance. Furthermore, in realizing the transformation of the learning process that has an impact on improving corporate performance, the PLN House of Corporate University is established. In organizing the activity, it is ISO 9001: 2000 certified to educate and train PLN employees in the engineering, non-technical fields, especially in the fields of generation and finance, administration. At first, PLN Diklat Makassar was an educational institution that had a function to help improve the competence of PT PLN (Persero) employees including generation (PLTD), transmission & system planning, distribution, and commerce, GPS-based mapping, and map info, construction, finance, and accounting, Human Resources (HR). Today's business environment is growing and developing very dynamically, in dire need of an effective and efficient management system, meaning that it can easily change or adapt and can accommodate any changes that are and have occurred quickly, precisely, and with direction and at high costs- cheap (Hanaysha, 2016; Tefera & Hunsaker, 2020).

The survival and growth of a company are not only determined by its success in managing finances based on the strength of capital or money alone, but also by its success in managing Human Resources (HR) (Heikkilä et al., 2017; Jotabá et al., 2022; Mear & Werner, 2021). Human resource management is meant that the company must be able to discipline and instill appropriate character within the company to achieve company goals, including through the formation of a good work mentality with high dedication and loyalty to their work, providing work motivation, guidance, good direction and

coordination in working by a leader to his subordinates. Creating disciplined employees is not easy because work discipline can be achieved if the variables that influence it include supervision, compensation, and character in employees can be accommodated properly (Grossmann et al., 2019; Oke et al., 2021).

2. Literature Review

Discipline is a behavior that must be instilled in every individual inside and outside the organization. Each individual must be willing to follow or obey all existing and previously agreed rules and be willing to accept all the consequences if he violates these rules. So that gradually it will become a habit that is good and will apply in his heart and soul (Abdo et al., 2021; Maenhout et al., 2021; Mahony, 2015). According to (Vasconcelos, 2020) explains the definition of discipline is a form of training that seeks to improve and shape employee knowledge, attitudes, and behavior so that employees voluntarily try to work cooperatively with other employees and improve work performance (Sitopu et al., 2021). Discipline behavior is needed in everyday life, especially those related to the world of work. Work discipline is an implementation in regulating and holding tightly all the rules that exist in the organization (Putri et al., 2019). This is as expressed by Dechawatanapaisal, (2018); Sitopu et al. (2021), that "Discipline is management action to enforce organization standards". Based on the opinion of (Busca & Bertrandias, 2020), work discipline can be interpreted as the implementation of management to reinforce organizational guidelines.

This is supported by a statement from Gemeda & Lee, (2020; Tremblay & Simard, (2018) which states that work discipline can be defined as an attitude of respect, obedience, to applicable regulations, both written and unwritten. as well as being able to carry it out and not evading to receive sanctions if he violates the duties and authorities given to him. Several indicators affect the discipline of a company, including objectives and abilities, leadership role models, remuneration or compensation, legal sanctions, and supervision (Alam et al., 2020; Kim et al., 2021; Mgaiwa, 2021). From the description above, it can be seen how supervision, compensation, and character are very important for the continuity of a disciplined organization. However, in practice, there are still very many employees, even officials or leaders from various levels of management who still do not understand the importance of the meaning of discipline itself (Bäker & Goodall, 2020; Sung & Hu, 2021). This phenomenon is interesting to study in-depth and comprehensively through scientific research to reveal the effect of Supervision, Compensation, Character on the Discipline. From the a background, the formulation of the problem is: (1) Does supervision affect the Discipline of Employees (2) Does compensation affect the Work Discipline (3) Does character affect Work Discipline (4) Which variable has the most influence on the Work Discipline.

3. Research Method and Materials

3.1. Data Samples

This research took place at PT. PLN (Persero) Diklat Makassar with a period of three months. The data collection method used in this study was a questionnaire technique. The questionnaire is a list of questions/statements made based on the indicators of the research variables given to respondents. This technique was chosen solely because the respondent or subject is a person who knows he is true and can be trusted, also the subject's interpretation of the questions/statements posed to the subject is the same as what the researcher meant (Irfan et al., 2021). Data analysis methods are the methods used to analyze research data. The formula used by researchers is inferential statistics, where inferential statistics are used to test hypotheses and build research generalizations. Inferential statistics is a data analysis technique used to determine the similarity between the results obtained from a sample and the results obtained in the population as a whole. So inferential statistics help researchers to find out whether the results obtained by a sample can be generalized to the population (Ibrahim et al., 2017). The use of inferential statistics is based on the probability of a randomly selected sample. The type used is an interval or ratio. The population is the whole of the research facilities. According to Ferdinand, (2002);

Ghozali, (2018)population is an area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions. The population in this study were all employees at PT. PLN Diklat (Persero) Makassar, totaling 30 samples. Respondents who are used as objects of research are 18 employees. The classification of respondents in this study aims to clearly and accurately describe the respondents as the object of this study. In this study, the authors made data management in the form of a questionnaire. To prove the hypothesis is true or not, the writer uses a descriptive quantitative analysis method. The explanation of the analysis is quantitative descriptive analysis, namely by using multiple regression to determine the quantitative effect of a change in events (variable X) on other events (variable Y). In this study, multiple regression analysis acts as a statistical technique used to test the effect of supervision, compensation, and character on Work Discipline. The validity test is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions/statements on the questionnaire can reveal something that will be measured by the questionnaire. In the validity test, SPSS (Statistical Product and Service Solutions) can be used and the Product Moment correlation technique formula can also be used as follows:

$$rxy = \frac{n\sum xy - (\sum x)(\sum y)}{[n\sum x2 - (\sum x)2][(\sum y\,2 - (\sum y)2]} \dots\dots\dots\dots\dots\dots (1)$$

Information:
rxy   = closeness of the relationship
n   = the number of samples to be tested
x   = the total score of the statement
y   = the total score of the statement

The validity test can be done by looking at the correlation between the scores of each item in the questionnaire and the total score to be measured, using the Pearson Correlation Coefficient in SPSS. If the significance value (P-Value) > 0.05, then there is no significant relationship. The reliability test is a tool to measure the reliability of a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if someone's answer to a question is consistent or stable over time. Apart from using SPSS assistance, reliability tests can be used by using the Cronbach coefficient.

$$r_{11} \quad = \left(\frac{k}{k-1}\right)\left(1 - \frac{\sum \sigma_b^2}{\sigma_b^2}\right) dan\ \sigma = \frac{\sum x^2 \frac{(\sum x)^2)}{n}}{n} \dots\dots\dots\dots\dots\dots\dots (2)$$

Information:
r11   =consumer reliability
k   = Number of point statement
$\sigma 2b$ = Total variance grain
$\sigma 2b$ = Variant total
n   = Number of Respondents
X   = The selected score

Test reliability was performed by using Cronbach Alpha. Cronbach Alpha coefficients were> 0.60 shows the reliability (reliability) of the instrument (if repeated research with different time and dimensions will result in different conclusions) Also, Cronbach Alpha which is closer to 1 shows the higher internal consistency reliability In measuring aspects of the influence of the marketing mix and purchasing/use decisions Level Scale (Likert) 1 - 5 (1= Strongly Disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree). The analytical method used to measure the level of influence of several variables of supervision, compensation, the character on the discipline of PLN employees is multiple regression analysis as quoted in Sugiyono (2010: 277), namely:

$$y = \beta o\ Xo + \beta 1\ X1 + \beta 2\ X2 + \beta 3\ X3 + e \dots\dots\dots\dots. (3)$$

Description:
Y   = Work Discipline

X1 = Supervision
X2 = Compensation
X3 = Character
$\beta_1\beta_2$ = Coefficient of each variable
β_o = constant
e = standard error

Test F-Test (Simultaneous Test). This test is used to determine whether the independent variables together (simultaneously) affect the dependent variable. Testing is done by comparing Fount with F-estimated. If the value of F-calculated > F-estimated value, then the independent variables together influence the dependent variable. Conversely, if F-calculated > F-estimated, together the independent variables do not influence the dependent variable. To determine whether or not the influence of the dependent variable is significant, a 5% probability or chance of error is used (a = 0.05). T-test (partial test). This test is used to determine whether each independent variable individually has a significant effect on the dependent variable. Testing is done by comparing the t-count value of each independent variable with the t-table value with a 5% chance of error (a = 0.05).

Table 1: Variable Operational

Variable	Definition	Indicators
Supervision (X1)	Supervision is an attempt to make something implemented following predetermined regulations and instructions issued.	• Legislative phase • Administrative phase • Support phase • Policies implemented. • Supporting financing budget • Employee placement and work procedures • Stability of coordination in the organization.
Compensation (X2)	Compensation is everything that employees receive in return for their work.	• Basic wage • Wages based on performance. • Indirect Wages
Character (X3)	Character is a belief system and habits that direct the actions of an individual.	• Character building elements • character-building process
Discipline (Y)	Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as a company rule and prevailing social norms.	• Quality of work discipline • Quantity of work • Compensation • Location of work or residence • Conservation

4. Results and Discussion

4.1. Descriptive Analysis

Based on the results of the research conducted, data on the gender of the respondents were obtained which can be seen in the table 2 as follows: Based on the table it can be seen that the respondents with male gender are 27 people with a percentage of 68% and 13 women with a percentage of 33%. This means that the employees is mostly male.

Table 2: Respondents based on Gender

No	Gender	Frequency	Percentage
1.	Male	27	68%
2.	Female	13	33%
Total		40	100%

Table 3: Respondents based on Education Level

No	Education Level	Frequency	Percentage
1.	Senior High School	9	23%
2.	D3	-	0%
3.	S1	30	75%
4.	S2	1	3%
5.	Others	-	0%
	Total	40	100%

Based on the table, it shows that there are 9 respondents with high school education or 23%, there are no respondents with a D3 education, 30 respondents with S1 education or 75%, and 1 person or 3% of the respondents with S2 education.

Table 4: Respondents by Age

No	Gender	Frequency	Percentage
1.	21-30 Years	23	58%
2.	31-40 Years	6	25%
3.	41-50 Years	8	30%
4.	51-55 Years	3	8%
	Total	40	100%

Based on the table shows that most respondents are aged between 21-30 years as many as 23 people or (58%). Followed by respondents aged 31-40 years as many as 6 people or (25%). Respondents aged 41-50 years were 8 people or (30%), and the last respondents aged 51-55 years were 3 people or (8%).

Table 5: Respondents based on Length of Work

No	Length of Work (Years)	Frequency	Percentage
1.	1-10	28	70%
2.	11-20	5	5%
3.	21-30	4	10%
4.	31-40	3	8%
	Total	40	100%

Based on the table shows that 28 people who have worked for 1-10 years have worked (70%). Respondents who have worked for 11-20 years as many as 5 people or (13%). Respondents who have worked for 21-30 years as many as 4 people or (10%). And finally, respondents who have worked for 31-40 years are 3 people or (8%).

Table 6: Variable Work Discipline

Item	Totally Agree	Agree	Neutral	Disagree	Totally Disagree
Y1, 1	9	20	11	0	0
Y1, 2	11	19	4	5	1
Y1, 3	5	17	11	6	1
Y1, 4	4	18	10	5	3
Y1, 5	13	26	1	0	0
Y1, 6	12	22	6	0	0
Y1, 7	11	23	6	0	0

Based on the variables above, it can be seen that the Work Discipline variable statement is: For the 1st statement item, namely, I always arrive on time (Y1,1), 9 people choose to strongly agree (SS) or 23% that I always come on time, who choose to agree (S) as many as 20 people or 50% that I always come on time, 11 people choose neutral (N) or 28% that I always come on time, 0 people choose to disagree (TS) or 0% that I always arrive on time, which chooses the at disagree (STS) as many as 0 people or 0% that I always come on time. For the second statement item I never skipped work (Y1,2), 11 people chose to strongly agree (SS) or 28% that I never skipped work, 19 people chose to agree (S) or 48 people % that I

never skipped work, 4 people chose neutral (N) or 10% that I never skipped work, 5 people chose to disagree (TS) or 13% that I never skipped work, which 1 person strongly disagrees (STS) or 3% that I never skipped work.

For the 3rd statement item, I always go home according to the predetermined time (Y1,3), 5 people choose to strongly agree (SS) or 13% that I always go home according to what has been determined, those who choose to agree (S) as many as 18 people or 43% that I always go home according to what has been determined, 10 people choose neutral (N) or 25% that I always go home according to what has been determined, those who choose to disagree (TS) are 5 3 people or 13% that I always go home according to what has been determined, 3 people strongly disagree (STS) or 8% that I always go home according to what has been determined. For the 4th statement item, I took advantage of the break time according to the schedule given by the office (Y1,4), who chose to strongly agree (SS) as many as 4 people or 10% that I used the rest hours according to the schedule given by the office, who chose agree (S) as many as 18 people or as much as 45% that I use the rest hours according to the schedule given by the office, who choose neutral (N) as many as 10 people or 25% that I use the rest hours according to the schedule given by the office, who choose disagree (TS) as many as 5 people or 13% that I use rest hours according to the schedule given by the office, who choose to strongly disagree (STS) as many as 3 people or by 8% that I use rest hours according to the schedule given by the office.

For the 5th statement item, I was always responsible for carrying out the task (Y1,5), 13 people chose to strongly agree (SS) or 33% that I was always responsible for carrying out the task, those who chose to agree (S) were 26 people or 65% that I am always responsible for carrying out tasks, who choose neutral (N) as many as 1 people or 3% that I am always responsible for carrying out the task, those who choose to disagree (TS) are 0 people or 0% that I am always responsible for carrying out the task, which chooses to strongly disagree (STS) as many as 0 people or 0% that I am always responsible for carrying out the task. For the 6th statement item I worked following the predetermined work procedure (Y1,6), 12 people chose to strongly agree (SS) or 30% that I worked according to the predetermined procedure, who chose to agree (S) as many as 22 people or 55% that I work following predetermined procedures, 6 people choose neutral (N) or 15% that I work according to predetermined procedures, who choose to disagree (TS) as many as 0 0 people or 0% that I work following the established procedures, who choose to strongly disagree (STS) as many as 0 people or 0% that I work following the established procedures. For the 7th statement item I carried out my superior's orders well (Y1,7), 11 people chose to strongly agree (SS) or 28% that I carried out my superior's orders well, 23 people chose to agree (S) or 58% that I carry out orders from my superior well, 6 people choose neutral (N) or 15% that I carry out orders from my superior well, 0 people choose to disagree (TS) or 0% that I carry out orders from my superior well, 0 people chose strongly disagree (STS) or 0% that I carried out my superior's orders well.

Table 7: Variable Supervision

Item	Totally Agree	Agree	Neutral	Disagree	Totally Disagree
Y1, 1	9	20	11	0	0
Y1, 2	11	19	4	5	1
Y1, 3	5	17	11	6	1
Y1, 4	4	18	10	5	3
Y1, 5	13	26	1	0	0
Y1, 6	12	22	6	0	0
Y1, 7	11	23	6	0	0

Based on the variables above, it can be seen that the statement of the monitoring variable is: For the 1st statement item, my job becomes easier with the determination of Work standards from the office (X1,1), who chose to strongly agree (SS) as many as 10 people or 25% that my work became easier with the establishment of work standards from the office, who chose to agree (S) as many as 18 people or as many as 45 % that my job is made easier by having work standard-setting from the office, which chooses neutral (N) of 9 people or 23% that my work becomes easier with the setting of work standards from office, who chose to disagree (TS) as many as 3 people or 8% that my work became easier with the establishment of work standards from the office, who chose to strongly disagree (STS) as many as 0

people or by 0% that my work became easier with the standard set of work from the office. For the 2nd statement item, I can always complete the work according to the set target (X1,2), those who choose to strongly agree (SS) are 6 people or 15% that I can always complete the work according to the set target, those who choose to agree (S) as many as 23 people or 58% that I can always complete the work according to the target set, 10 people choose neutral (N) or 25% that I can always complete the work according to the set target, those who choose to disagree (TS)) as many as 1 people or 3% that I can always complete the work according to the target set, those who choose strongly disagree (STS) as many as 0 people or 0% that I can always complete the work according to the target set.

For statement items of work, results have always been the benchmark for the assessment of the leader towards me (X1,3), who chose to strongly agree (SS) as many as 1 people or 3% that the work results have always been the benchmark for the assessment of the leader towards me, who chose to agree (S) as many as 22 people or as much as 55% that the work results are always a benchmark for the leadership's assessment of me, 12 people choose neutral (N) or 30% that the work results are always a benchmark for the leadership's assessment of me, who choose to disagree (TS) as many as 4 people or 10% that the work results are always a benchmark for the leadership's assessment of me, who choose to strongly disagree (STS) as many as 1 people or 3% that the work results are always a benchmark for the leadership's assessment of me. For the 4th statement item, I was always responsible for carrying out the task (X1,4), 10 people chose to strongly agree (SS) or 25% that I was always responsible for carrying out the task, those who chose to agree (S) were 27 people or 68% that I am always responsible for carrying out tasks, 3 people choose neutral (N) or 8% that I am always responsible for carrying out the task, 0 people choose to disagree (TS) or 0% that I am always responsible for carrying out the task, which chooses to strongly disagree (STS) as many as 0 people or 0% that I am always responsible for carrying out the task.

For the fifth statement item, work supervision is always carried out every day (X1,5), 4 people choose to strongly agree (SS) or 10% that work supervision is always carried out every day, 17 people choose to agree (S) or 43% that work supervision is always carried out every day, 9 people choose neutral (N) or 23% that work supervision is always carried out every day, 8 people choose to disagree (TS) or 20% that work supervision is always 2 people or 5% of the voters strongly disagree that work supervision is carried out every day. For the 6th statement item, the leader gives a warning to employees who always supervise (X1,6), who choose to strongly agree (SS) as many as 0 people or as much as 0% that the leader gives warnings to employees who always supervise, who choose to agree (S) as many as 24 people or 60% that the leadership gives a warning to employees who always supervise, who choose neutral as many as 9 people or 23% that the leader gives a warning to employees who always supervise, who choose not to agree (TS) as many as 5 2 people or 13% that the leadership gives a warning to employees who always supervise, who choose to strongly disagree (STS) as many as 2 people or by 5% that the leadership gives a warning to employees who are always supervising.

Table 8: Variable Compensation

Item	Totally Agree	Agree	Neutral	Disagree	Totally Disagree
X2, 1	5	5	5	5	5
X2, 2	10	10	10	10	10
X2, 3	2	2	2	2	2
X2, 4	7	7	7	7	7
X2, 5	5	5	5	5	5
X2, 6	8	8	8	8	8
X2, 7	4	4	4	4	4
X2, 8	3	3	3	3	3
X2, 9	4	4	4	4	4

Based on the variables above, it can be seen that the compensation variable statement is: For the 1st statement item, the compensation I received is following the desired amount of responsibility (X2.1), who chose to strongly agree (SS) as many as 5 people or 13% that the compensation I received according to the amount of responsibility I wanted, 21 people chose to agree (S) or 53% that the compensation I received was following the desired amount of responsibility, 9 people chose neutral (N) or 23% that the

compensation I received was following the amount of responsibility I wanted, 5 people chose to disagree (TS) or 13% that the compensation I received was following the desired amount of responsibility, those who chose strongly disagree (STS) were 0 people or 0% that the compensation I receive is following the amount of responsibility I want. For the 2nd statement item, the agency gives a bonus to me if I excel or work above the predetermined standard (X2,2), 10 people who choose to strongly agree (SS), or 25% that the agency gives a bonus to me if I excel or work above a predetermined standard, who choose to agree (S) as many as 17 people or by 43% that the agency gives a bonus to me if I excel or work above the predetermined standard, those who choose neutral (N) are 11 people or as much as 28 % that the agency gives a bonus to me if I excel or work above a predetermined standard, 2 people choose to disagree (TS) or 5% that the agency gives a bonus to me if I excel or work above the predetermined standard, which voting strongly disagree (STS) as many as 0 people or 0% that the agency gives a bonus to me if I excel or work above a predetermined standard.

For the 3rd statement item, the amount of salary increase given to me is following the current economic conditions (X2,3), 2 people who choose to strongly agree (SS) or 5% that the amount of the salary increase given to me is appropriate with the current economic conditions, 17 people chose to agree (S) or 43% that the amount of salary increase given to me was following current economic conditions, 17 people chose neutral (N) or 43% that the amount The salary increase given to me is following the current economic conditions, those who choose to disagree (TS) are 4 people or 10% that the amount of the salary increase given to me is following the current economic conditions, who choose to strongly disagree (STS) of 0 people or 0% that the amount of salary increase given to me is following the current economic conditions. For the 4th statement item, the agency has provided reimbursement for the cost of care and medication, the amount of which is in accordance with that determined by the organization (X2.4), 7 people who choose to strongly agree (SS) or 18% that the agency has provided reimbursement for treatment costs and treatment, the amount of which is in accordance with that determined by the organization, which chooses to agree (S) as many as 21 people or 53% that the agency has provided reimbursement for the cost of treatment and medication in the amount as determined by the organization, who chose neutral (N) as many as 9 people or 23% that the agency has provided reimbursement for the cost of care and medical treatment, the amount of which is in accordance with the organization's stipulation, 3 people who choose to disagree (TS) or 8% that the agency has provided reimbursement for the cost of treatment and medication in the amount according to determined by the organization, who voted strongly disagree (STS) as much as 0 people or as much as 0% that the agency has provided reimbursement for the cost of care and medical treatment in the amount determined by the organization.

For the 5th statement item, the agency has provided various allowances to me (X2.5), 5 people chose to strongly agree or 13% that the agency has provided various allowances to me, who chose to agree (S) as many as 22 people or 55% that the agency has provided various benefits to me, 10 people choose neutral (N) or 25% that the agency has provided various benefits to me, 3 people choose to disagree (TS) 0 people or 8% that the agency has provided various benefits to me, 0 people voted strongly to disagree (STS) or 0% that the agency has provided various benefits to me. For the 6th statement item, the agency has provided comfortable and adequate facilities (parking, telephone, work space, prayer room) (X2,6), 8 people chose to strongly agree (SS) or 20% that the agency had provided Facilities (parking, telephone, work space, prayer room) are comfortable and adequate, 22 people choose to agree (S) or 55% that the agency has provided comfortable and comfortable facilities (parking, telephone, work space, prayer room) and adequate, those who chose neutral (N) were 8 people or 20% that the agency had provided comfortable and adequate facilities (parking, telephone, work space, prayer room), those who chose to disagree (TS) were 1 person or as big as 3% that the agency has provided comfortable and adequate facilities (parking, telephone, work space, prayer room), 1 person chooses to strongly disagree (STS) or 4% that the agency has provided facilities (park ir, telephone, work space, prayer room) which are comfortable and adequate.

For the 7th statement item of the policy or system of remuneration, social security, benefits, and bonuses in this agency is quite fair (X2,7), 4 people choose to strongly agree (SS) or 10% that the policy or salary payment system, Social security, allowances, and bonuses in this agency are quite fair, who choose to agree (S) as many as 18 people or as much as 45% that the policy or system of providing

salaries, social security, allowances, and bonuses in this agency is fair enough, who choose neutral (N) as many as 11 people or 28% that the policies or systems for providing salaries, social security, allowances, and bonuses in this agency were fair enough, 7 people chose to disagree (TS) or 18% that the policies or systems for providing salaries, social security, allowances, and bonuses in this agency are quite fair, those who choose strongly disagree (STS) as many as 0 people or 0% that the policy or system of providing salaries, social security, allowances, and bonuses are insured. This tension is fair enough. For the 8th statement item, the agency provided recreational allowances to its employees (X2,8), 3 people chose to strongly agree (SS) or 8% that the agency provided recreational benefits to its employees, 13 people chose to agree (S) or 33% that the agency provides recreational allowances to its employees, 16 people choose neutral (N) or 40% that the agency provides recreational allowances to its employees, 8 people choose to disagree (TS) or 20% that the agency provides benefits 0 people, or 0%, who chose to strongly disagree (STS) that the agency provided recreational allowances to its employees. For the 9th statement item, the agencies have provided promotion opportunities for my work performance (X2,9), 4 people choose to strongly agree (SS) or 10% that the agency has provided promotion opportunities for my work performance, those who choose to agree (S) as many as 14 people or 34% that the agency has provided promotion opportunities for my work performance, 13 people choose neutral (N) or 33% that the agency has provided promotion opportunities for my work performance, those who choose to disagree (TS) as many as 7 people or 18% that the agency has provided promotion opportunities for my work performance, 2 people strongly disagree (STS) or 5% that the agency has provided promotion opportunities for my work performance.

Table 9: Variable Characters

Item	Totally Agree	Agree	Neutral	Disagree	Totally Disagree
X3,1	15	15	15	15	15
X3,2	7	7	7	7	7
X3,3	5	5	5	5	5
X3,4	9	9	9	9	9
X3,5	4	4	4	4	4
X3,6	6	6	6	6	6
X3,7	5	5	5	5	5
X3,8	6	6	6	6	6
X3,9	5	5	5	5	5
X3,10	18	18	18	18	18
X3,11	4	4	4	4	4
X3,12	15	15	15	15	15
X3,13	17	17	17	17	17

Based on the above variables, the statement can be seen Character variables are: For the 1st statement item I do my job with full responsibility (X3,1), 15 people choose strongly (SS) or 38% that I do my job responsibly, who choose to agree (S) as many as 22 people or by 38% that I do my job responsibly, 3 people choose neutral (N) or 8% that I do my job responsibly, 0 people choose to disagree (TS) or 0% that I do my job with full responsibility, which chooses to strongly disagree (STS) as many as 0 people or 0% that I do my job with full responsibility. For the 2nd statement item, I feel that my ability is following the job I currently have (X3,2), who choose to strongly agree (SS) as many as 7 people or 18% that I feel my ability is following my job 24 people who choose to agree (S) or 60% that I feel my ability is following the job I currently have, who choose neutral (N) as many as 5 people or 13% that I feel my ability 4 people choose to disagree (TS) or 10% that I feel my ability is following the job I currently have, who choose to strongly disagree (STS) as many as 0 people or as much as 0% that I feel my ability is following the job I have today.

For the 3rd statement item, I have no problems carrying out the tasks assigned to me (X3,3), who choose to strongly agree (SS) as many as 5 people or 13% that I have no problems carrying out the tasks that are assigned to me. charged to me, who chose to agree (S) as many as 18 people or as much as 45% that I had no problem carrying out the tasks assigned to me, who chose neutral (N) as many as 10 people or by 25% that I had no problems to carry out the tasks assigned to me, those who chose to disagree

(TS) were 7 people or 18% that I had no problems carrying out the tasks assigned to me, those who chose strongly disagree (STS) were 0 people or as much as 0% that I have no problems carrying out the tasks assigned to me. For the 4th statement item, my work made a big contribution to the agencies (X3,4), 9 people who chose to strongly agree (SS) or 23% that my work made a big contribution to the agencies, who chose to agree (S) as many as 19 people or 48% that my job made a big contribution to the agency, 12 people chose neutral (N) or 30% that my work made a big contribution to the agency, 0 people chose to disagree (TS) or as much as 0%, that my job gives a big contribution to the agency, which chooses to strongly disagree (STS) as many as 0 people or 0% that my job makes a big contribution to the agency.

For the 5th statement item, the work that I have completed always receives an evaluation from the superior (X3,5), who chooses to strongly agree (SS) as many as 4 people or 10% that the work I have completed always receives evaluation from the superior, who chooses to agree (S) as many as 22 people or 55% that the work that I have completed always receives evaluation from the superiors, 13 people choose neutral (N) or 33% that the work I have completed always receives evaluation from the superior, who chooses Disagree (TS) as many as 1 people or 3% that the work that I have completed always receives evaluation from the superior, who choose to strongly disagree as many as 0 people or 0% that the work that I have completed always receives evaluation from the superior. For the 6th statement item, the company provided adequate facilities for me to work (X3,6), 6 people chose to strongly agree (SS) or 15% that the company provided adequate facilities for me to work, those who chose to agree (S) as many as 25 people or 613 that the company provided adequate facilities for me to work, 9 people chose neutral (N) or 23% that the company provided adequate facilities for me to work, 0 people chose to disagree (TS) or 0% that the company provides adequate facilities for me to work, 0 people choose to strongly disagree (STS) or 0% that the company provides adequate facilities for me to work.

For the 7th statement item, the company provided the opportunity to take training for my self-development (X3,7), 5 people chose to strongly agree (SS) or 13% that the company provided the opportunity to take training for my personal development, who chose agree (S) as many as 27 people or 68% that the company provides the opportunity to take training for my personal development, 7 people choose neutral (N) or 18% that the company provides the opportunity to take training for my personal development, who choose not to agree (TS) as many as 1 people or 3% that the company provides the opportunity to take part in training for my personal development, who choose strongly disagree (STS) as many as 0 people or 0% that the company provides the opportunity to take training for my personal development. For the 8th statement item, I got a work team that supported each other (X3,8), which chose to strongly agree (SS) as many as 6 people or 15% that I got a work team that supported each other, who chose to agree (S) as many as 21 people or 53% that I get a work team that supports each other, who choose neutral (N) as many as 8 people or 20% that I get a work team that supports each other, who choose to disagree (TS) as many as 4 people or 10% that I get a work team that supports each other, which chooses to strongly disagree (STS) by 1 person or 3% that I get a work team that supports each other.

For the 9th item statement, my boss can motivate me to work well (X3,9), 5 people who choose to strongly agree (SS) or 13% that my boss can motivate me to work well, 24 people or 60% agree (S) that my boss can motivate me to work well, 6 people choose neutral (N) or 15% that my boss can motivate me to work with well, 5 people chose to disagree (TS) or 13% that my boss could motivate me to work well, 0 people chose to strongly disagree (STS) or 0% that my boss could provide motivation for me to work out well. For the 10th statement item for me, appreciation for work performance is important (X3,10), 18 people chose to strongly agree (SS) or 45% that for me, appreciation for work performance is important, those who chose to agree (S) as many as 18 people or 45% that for me the appreciation for work performance is important, 2 people choose neutral (N) or 5% that for me the appreciation for work performance is important, 2 people choose to disagree (TS) or 5%, that for me, respect for work performance is important, 0 people choose to strongly disagree (STS) or 0% that for me, appreciation for work performance is important.

For the 11th statement item my company gave a good career (X3,11), 4 people chose to strongly agree (SS) or 10% that my company gave a good career, 16 people chose to agree (S) or by 40% that my company gave a good career, 13 people chose neutral (N) or 33% that my company gave a good career,

5 people chose to disagree (TS) or 13% that my company gave 2 people or 5% strongly disagree (STS) that my company provides a good career. For the 12th statement item, I want to get a higher position (X3,12), 15 people choose to strongly agree (SS) or 38% that I want to get a higher position, who choose to agree (S) as many as 11 people or 28% that I want to get a higher position, 13 people choose neutral (N) or 33% that I want to get a higher position, 1 person chooses to disagree (TS) or a 3% cesarean that I want to get a higher position, who choose to strongly disagree (STS) as many as 0 people or by 0% that I want to get a higher position. For the 13th statement item I am proud to work in my company (X3,13), 17 people chose to strongly agree (SS) or 43% that I am proud to work in my company, 16 people chose to agree (S) or 40% that I am proud to work in my company, 5 people choose neutral (N) or 13% that I am proud to work in my company, 1 person chooses to disagree (TS) or 3% that I am proud to work In my company, 1 person or 3% strongly disagrees (STS) that I am proud to work in my company.

4.2. Descriptive Analysis

The test is used to determine the validity or validity of each question from the indicators used. The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the value, Pearson Correlation (r-calculated) > r-estimated then, the question item is declared valid, but if the Person Correlation value (r-calculated) < r-estimated item, then the question is declared invalid and with a significance value < 0.05.

Table 10. Validity Test

Variable	item	r-calculated	r-estimated	Significant	Cronbach Alpha	Information
Work Discipline	Y1, 1	0.640				
	Y1, 2	0.788				
	Y1, 3	0.774				
	Y1, 4	0.676		0.000	0.770	
	Y1, 5	0.476				
	Y1, 6	0.569				
	Y1, 7	0.594				
Supervision	X1, 1	0.678				
	X1, 2	0.633				
	X1, 3	0.552		0.000	0.630	
	X1, 4	0.435				
	X1, 5	0.712				
	X1, 6	0.532				
Compensation	X2, 1	0.525				
	X2, 2	0.541				
	X2, 3	0.568	0.312			Valid and reliable
	X2, 4	0.632				
	X2, 5	0.823		0.000	0.815	
	X2, 6	0.676				
	X2, 7	0.636				
	X2, 8	0.728				
	X2, 9	0.616				
Character	X3, 1	0.445		0.004		
	X3, 2	0.501		0.001		
	X3, 3	0.668		0.000		
	X3, 4	0.696		0.000		
	X3, 5	0.622		0.000		
	X3, 6	0.588		0.000	0.798	
	X3, 7	0.560		0.000		
	X3, 8	0.596		0.000		
	X3, 9	0.601		0.000		
	X3, 10	0.261		0.104		

Variable	item	r-calculated	r-estimated	Significant	Cronbach Alpha	Information
	X3, 11	0.432		0.005		
	X3, 12	0.484		0.002		
	X3, 13	0.546		0.000		

Based on the table 10 it can be stated that the results of the calculation of r count are 7 statements greater than r-estimated, namely df = (n-2), namely: 40-2 = 38, and a = 5% of 0.312 and a significant value <0.05. It means that all statements on the Work Discipline variable are valid. Based on table 10 , it shows that the internal consistency reliability value for the alpha coefficient of each variable in each variable is declared reliable, the alpha coefficient value for Work Discipline variable (Y) is obtained 0.770, the monitoring variable (X1) is 0.630, the compensation variable (X2) is 0.815, and the character variable (X3) is 0.798. It can be stated that each variable has been labeled. So, the items in this study can be applied for further research. This indicates that all items have met the eligibility standard which is then applied to all respondents. In this study, the regression coefficient is to determine whether the Supervision, Compensation, and Character variables have a significant effect on the Work Discipline. The regression equation obtained will be tested on the regression coefficient of each research variable statistically, namely through the F test and T-test which will be explained in the next discussion. Multiple regression analysis in this study using the help of the IBM SPPS Statistics Data Editor software application. The form of the equation is:

$$Y = a + β1\ X1 + β2\ X2 + β3\ X3 + e$$

So based on the results of the analysis using the SPSS program, the multiple regression equation can be presented as follows:

Table 11. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,933	5,376		2,406	.021
	Supervision	.016 .089 .930	.223			.020
	Compensation	.149 .328.099			1,694	.252
	Character	.815 .420	.139	.168		.113
a. dependent variable: Work discipline						

$$Y = 12,933 + 0.020\ (X1) + 0.252\ (X2) + 0.113\ (X3) + e$$

Based on the results of the equation obtained, it can be explained the meaning and meaning of the regression coefficient for each variable Work Discipline, Supervision, Compensation, Character, namely as follows: Value a constant of 12.933, this means that the value of the Work Discipline variable (Y) is 12.933 with the assumption of the independent variable, namely Supervision, Compensation, and character. The regression coefficient of the Supervision variable (X1) 0.020 states that every change in the Supervision variable is 1 unit, there will be an increase in the Discipline of Employees, assuming a fixed or constant value. Compensation variable regression coefficient (X2) 0.252 states that every change in the compensation variable is 1 unit, there will be an increase in Work Discipline, assuming a fixed or constant value. The regression coefficient for the Character variable (X3) 0.113 states that every change in the Character variable is 1 unit, there is an increase in the Discipline of Employees, with the assumption that the value is fixed or constant. The results of partial hypothesis testing through the t-

test obtained t count based on the coefficient value which can be seen in the picture above shows that the test of the influence of the Supervision variable (X1) on Work Discipline (Y). From the calculation results, it turns out that the hypothesis is accepted because the value of tcount <t-estimated is 0.767 <1.687 and the significance value obtained is 0.000, which is smaller than the value of a = 0.05. It means that partially the Supervision variable (X1) has a significant effect on Work Discipline (Y). Test the influence of the Compensation variable (X2) on Work Discipline (Y). From the calculation results, it turns out that the hypothesis is accepted because the value of tcount <t-estimated where 1.354 <1.687, and the significance value obtained is 0.000, which is smaller than the value of a = 0.05. So, it means that partially the compensation variable (X2) has a significant effect on Work Discipline (Y). Test the influence of the Character variable (X3) on Work Discipline (Y). From the calculation results, it turns out that the hypothesis is not accepted because the value of t-calculated <t-estimated where 0.128 <1.687, and the significance value obtained is 0.900 greater than the value of a = 0.05. So, it means that partially the Character variable (X3) has no significant effect on Work Discipline

Table 12. F-test

	model	sum of squares	df	mean square	f	sig.
1	regression	39,730.033	3		3,252	119,189[b]
	residuals	439 786	36	12 216		
	a total of	558,975	39			
a. dependent variable: discipline_people						
b. predictors: (constant), character, supervision, compensation						

The table 12 shows that the value of F = 3.252 with a probability level (0.033 < 0.05). After knowing the amount of F-calculated, it will be compared with F-estimated. F-estimated value and found the F-valuetable of 2.63. Because the value of F-calculated = 3.252 is greater than F-estimated 2.63, it can be concluded that the independent variable of supervision (X_1), compensation (X_2), character (X_3) simultaneously has a significant effect on the dependent variable Work Discipline (Y).

1.1. Discussion

This study aims to determine the effect of Supervision, Compensation, Character on the Discipline of Employees. So, this research was obtained by distributing questionnaires to respondents and collecting them again. Researchers tested data analysis using the IBM SPSS Statistics Data Editor program. Based on the results of hypothesis testing, it is concluded that supervision, compensation, and character simultaneously have a statistically significant effect on Work Discipline. Based on these results, the hypothesis which states that character does not affect Work Discipline or H_3 is not accepted.

a) The effect of supervision on the Discipline.

The results of this study indicate that there is an effect of Supervision on Employee. This is evidenced by the results of the t-test statistical test for the physical evidence variable with a t value of 0.767 with a significance value of < 0.01, and the coefficient value having a positive value of 0.320. This shows that part has a significant influence between the variables of Supervision on Work Discipline in other words H_1 is accepted. So, it can be interpreted that the better the supervision is carried out, the higher the discipline of employees.

b) Effect of compensation on the discipline of employees

The results of this study indicate that there is an effect of compensation on the discipline of employees. This is evidenced by the results of the t-test statistical test for the physical evidence variable

with a t value of 1.354 with a significance value < 0.01, and the coefficient value having a positive value of 0.581. This shows that part has a significant influence on the compensation variable on Work Discipline, in other words, H_2 is accepted. So, it can be interpreted that the better the compensation was given, the higher the discipline of employees.

c) Influence of Character on Discipline of Employees

The results of this study indicate that there is no influence of character on the discipline of employees. This is evidenced by the statistical results of the t-test for the physical evidence variable with a t-calculated value of 0.128 with a significant value of 0.900 and the regression coefficient value having a positive value of 0.049. This shows that the Character variable partially does not have a significant effect between the Character variable on Work Discipline in other words H_1 and H_2 are accepted and H_3 is rejected. This is supported by the theory that character is an inner quality that influences all thoughts, behavior, character, and character possessed by humans or other living creatures. So, if employees have various characters but all work given to employees is always completed on time and does not hinder the work, then the character has no effect on Work Discipline. The character also does not affect because other factors affect Work Discipline. For example, assertiveness, role models, or legal sanctions also affect the discipline of employees.

d) The Influence of Supervision, Compensation, and Character on Discipline

The results of this study indicate that there is a significant influence between the variables of Supervision, Compensation, Character on Employee. This is evidenced by the F-calculated statistic of 3.252 with a significance of 0.033. Because the significance value is less than 0.05 (0.033 <0.05), this study succeeded in proving the hypothesis with the F-test which states that there is a significant influence between Supervision, Compensation, and Character on Discipline.

This research is in line with several previous studies, The results of this study explain that there is a positive relationship between motivation and leadership with the level of employee performance but it is rather low with a correlation coefficient index of rxy = 0.616. Furthermore, The results of the study show that compensation has a positive and significant effect on performance so that an increase in compensation will increase employee performance. Besides, Haryono (2009), with the title the effect of job characteristics and compensation on employee performance with work motivation as an interviewing variable (Study on the staff of implementing agency for agricultural, fishery and forestry extension in Batang district). The results of these studies prove that job characteristics have a positive and significant effect on work motivation; Compensation has a positive and significant effect on work motivation; Job characteristics have a positive and significant effect on performance; motivation has a positive and significant effect on employee performance with motivation as an intervening variable. Finally, Sri Wahyuni (2008), The results of these studies explain that compensation has a significant positive effect on motivation; work environment has a significant positive effect on motivation; compensation has a significant positive effect on work performance; work environment has a significant positive effect on work performance.

2. Conclusion

Based on the research that has been done, the authors put forward several suggestions, namely (1) The manager is expected to improve the quality of supervision to employees and provide better supervision by providing tighter and maximum regulations so that automatically the symptoms of irregularities or errors can be prevented and will increase Work Discipline; (2) manager is expected to increase the quantity of compensation to employees and provide better compensation following the performance and workload given and what employees have done so that automatically symptoms of irregularities or errors can be prevented and will increase Work Discipline; (3) This research can be used as a reference for further researchers. And further researchers are expected to develop other variables besides the variables currently under study to obtain a better explanation.

References

Abdo, M., Feghali, K., & Zgheib, M. A. (2021). The role of emotional intelligence and personality on the overall internal control effectiveness: applied on internal audit team member's behavior in Lebanese companies. Asian Journal of Accounting Research, ahead-of-p(ahead-of-print). https://doi.org/10.1108/AJAR-04-2021-0048

Alam, N., Ramachandran, J., & Nahomy, A. H. (2020). The impact of corporate governance and agency effect on earnings management – A test of the dual banking system. Research in International Business and Finance, 54, 101242. https://doi.org/https://doi.org/10.1016/j.ribaf.2020.101242

Bäker, A., & Goodall, A. H. (2020). Feline followers and "umbrella carriers": Department Chairs' influence on faculty job satisfaction and quit intentions. Research Policy, 49(4), 103955. https://doi.org/https://doi.org/10.1016/j.respol.2020.103955

Busca, L., & Bertrandias, L. (2020). A Framework for Digital Marketing Research: Investigating the Four Cultural Eras of Digital Marketing. Journal of Interactive Marketing, 49, 1–19. https://doi.org/https://doi.org/10.1016/j.intmar.2019.08.002

Dechawatanapaisal, D. (2018). Examining the relationships between HR practices, organizational job embeddedness, job satisfaction, and quit intention: Evidence from Thai accountants. Asia-Pacific Journal of Business Administration, 10(2–3), 130–148. https://doi.org/10.1108/APJBA-11-2017-0114

Ferdinand, A. (2002). Structural equation modeling dalam penelitian manajemen. Semarang: Badan Penerbit Universitas Diponegoro.

Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. Heliyon, 6(4), e03699. https://doi.org/https://doi.org/10.1016/j.heliyon.2020.e03699

Ghozali, I. (2018). Aplikasi analisis multivariate dengan program IBM SPSS 25.

Grossmann, A., Mooney, L., & Dugan, M. (2019). Inclusion fairness in accounting, finance, and management: An investigation of A-star publications on the ABDC journal list. Journal of Business Research, 95, 232–241. https://doi.org/https://doi.org/10.1016/j.jbusres.2018.10.035

Hanaysha, J. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment. Procedia - Social and Behavioral Sciences, 229, 289–297. https://doi.org/https://doi.org/10.1016/j.sbspro.2016.07.139

Heikkilä, J.-P., Rentto, O., & Feng, Y. (2017). Aiming for Strategic e-HRM: Motives and Consequences of e-HRM Implementation in an MNC. Electronic HRM in the Smart Era, 173–199. https://doi.org/10.1108/978-1-78714-315-920161007

Ibrahim, R., Boerhannoeddin, A., & Bakare, K. K. (2017). The effect of soft skills and training methodology on employee performance. European Journal of Training and Development, 41(4), 388–406. https://doi.org/10.1108/EJTD-08-2016-0066

Irfan, M., Khalid, R. A., Kaka Khel, S. S. U. H., Maqsoom, A., & Sherani, I. K. (2021). Impact of work–life balance with the role of organizational support and job burnout on project performance. Engineering, Construction and Architectural Management, ahead-of-p(ahead-of-print). https://doi.org/10.1108/ECAM-04-2021-0316

Jotabá, M. N., Fernandes, C. I., Gunkel, M., & Kraus, S. (2022). Innovation and human resource management: a systematic literature review. European Journal of Innovation Management, ahead-of-p(ahead-of-print). https://doi.org/10.1108/EJIM-07-2021-0330

Kim, K. Y., Atwater, L., Jolly, P., Ugwuanyi, I., Baik, K., & Yu, J. (2021). Supportive leadership and job performance: Contributions of supportive climate, team-member exchange (TMX), and group-mean TMX. Journal of Business Research, 134, 661–674. https://doi.org/https://doi.org/10.1016/j.jbusres.2021.06.011

Maenhout, G., Billiet, V., Sijmons, M., & Beeckman, D. (2021). The effect of repeated high-fidelity in situ simulation-based training on self-efficacy, self-perceived leadership qualities and team performance: A quasi-experimental study in a NICU-setting. Nurse Education Today, 100, 104849. https://doi.org/https://doi.org/10.1016/j.nedt.2021.104849

Mahony, S. O. (2015). A Proposed Model for the Approach to Augmented Reality Deployment in Marketing Communications. Procedia - Social and Behavioral Sciences, 175, 227–235. https://doi.org/https://doi.org/10.1016/j.sbspro.2015.01.1195

Mear, F., & Werner, R. A. (2021). Subsidiarity as secret of success: "Hidden Champion" SMEs and subsidiarity as winning HRM configuration in interdisciplinary case studies. Employee Relations: The International Journal, 43(2), 524–554. https://doi.org/10.1108/ER-03-2020-0141

Mgaiwa, S. J. (2021). Academics' job satisfaction in Tanzania's higher education: The role of perceived work environment. Social Sciences & Humanities Open, 4(1), 100143.

https://doi.org/https://doi.org/10.1016/j.ssaho.2021.100143

Oke, A., McDonald, S., & Korobilis-Magas, E. (2021). Demystifying the complexity and heterogeneity of recycling behavior in organizational settings: A mixed-methods approach. Waste Management, 136, 337–347. https://doi.org/https://doi.org/10.1016/j.wasman.2021.10.020

Putri, E. M., Ekowati, V. M., Supriyanto, A. S., & Mukaffi, Z. (2019). The effect of work environment on employee performance through work discipline. International Journal of Research-GRANTHAALAYAH, 7(4), 132–140.

Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. Golden Ratio of Human Resource Management, 1(2), 72–83.

Sung, Y.-K., & Hu, H.-H. S. (2021). The impact of airline internal branding on work outcomes using job satisfaction as a mediator. Journal of Air Transport Management, 94, 102063. https://doi.org/https://doi.org/10.1016/j.jairtraman.2021.102063

Tefera, C. A., & Hunsaker, W. D. (2020). Intangible assets and organizational citizenship behavior: A conceptual model. Heliyon, 6(7), e04497. https://doi.org/https://doi.org/10.1016/j.heliyon.2020.e04497

Tremblay, M., & Simard, G. (2018). A multifoci approach to study social support and job performance: A target similarity consideration of development-enhancing practices, leadership, and structure. Journal of Business Research, 92, 118–130. https://doi.org/https://doi.org/10.1016/j.jbusres.2018.07.002

Vasconcelos, A. F. (2020). Spiritual intelligence: a theoretical synthesis and work-life potential linkages. International Journal of Organizational Analysis, 28(1), 109–134. https://doi.org/10.1108/IJOA-04-2019-1733