

EFFECT OF ORGANIZATIONAL COMMITMENT AND COMPENSATION ON WORK DISCIPLINE AND IMPACT ON PERFORMANCE EMPLOYEES

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Abstract: *This research was conducted at the Vocational Campus and aims to determine the effect of work discipline on employee performance which has decreased due to many disciplinary violations. In addition, to find out how promotion and compensation affect employee performance improvement. Research data obtained through questionnaires and interviews. The sample used in the study was 51 respondents. The data obtained were processed using descriptive analysis and quantitative statistical analysis. Quantitative analysis uses multiple regression analysis to determine the effect of the independent variable on the dependent variable, but before the test is carried out, the validity and reliability tests are carried out first and the requirements test. The results of the multiple regression analysis test showed a significant F value, with a correlation value of determination adjusted R² of 0.457. This shows that work discipline, promotion and compensation significantly affect employee performance together with a close relationship of 45.7%. This shows that to improve employee performance, it is necessary to increase work discipline, provide opportunities for promotion and provide compensation according to employee expectations.*

Keywords: *Employee Performance; Work Discipline; Promotion; Compensation*

1. Introduction

The human factor is a major problem in organizational life. The organization is a consciously coordinated social unit with an identifiable reactive boundary, working continuously to achieve goals (Fransiska, 2021). The strength of an organization lies in the human resources in it. Human resources are a key factor to improve the performance of an organization (Akbar, 2018). In order for management activities to run well, organizations must have knowledgeable and highly skilled employees and efforts to manage the organization as optimally as possible so that employee performance increases. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor to improve employee performance. On the other hand, human resources are a collection of individuals who play a role in the organization, who have differences in terms of education, abilities, experience, attitudes, character, goals, motivations and others that are not always the same between one individual and another. other. Based on this, the development of human resources must always pay attention to the individual characteristics, so that these differences do not become an obstacle in improving

their performance. As a driving element of the organization, human resources are directed at the creation of human resources who perform well and are professional (Susan Eri, 2019).

This description illustrates that improvements in the field of human resource management related to improving employee performance must always receive attention, to create competent employees with various approaches and policies. For this reason, it is necessary to have coaching, awareness, and a high willingness to work to achieve the expected performance and must be fully supported by employee awareness to work optimally (Joko Rudadi, 2019). Performance is the result of work in quality and quantity achieved by employees in carrying out their duties according to the responsibilities given to them (Mustika & Utomo, 2013). Employee performance plays a role as a medium to expedite the implementation of these business activities. Giving awards to employees or compensation is a special attraction for employees to improve work discipline as well as their performance.

Nugraha & Tjahjawati (2018), states that the compensation system provided to executives and employees is able to make employee performance better. Employees really expect compensation given from the organization in accordance with the sacrifices they make, and the organization expects the availability of capable and qualified employees for the success of the goals that have been set. Compensation is a form of reward for work done in the form of salaries, bonuses, and other incentives that are closely related to the balance of profits and company goals. Fair and transparent compensation tends to create a conducive atmosphere and create better performance.

Organizational commitment is the attitude of employees related to their involvement in the organization, their loyalty to the organization and a sense of belonging to the organization. These three components are expected to create better employee performance so that the company's goals will be quickly achieved. Organizational commitment is the extent to which an employee binds himself to a particular organization and organizational goals, and hopes to maintain membership in the organization (Nuryadi, Subiyanto, & Kurniawan, 2020). Hamid et al. (2021) in his research reveals that someone who has been committed for a long time in one place will have good disciplinary behavior than someone who is just starting to commit to his workplace. Organizational commitment is a person's loyalty to the organization. Someone who has a high organizational commitment will bind strongly with the organization and be proud when he decides to become a member of the organization (Mashuri & Sulaiman, 2021). One of the benefits of organizational commitment is to increase organizational effectiveness. Research shows that lack of commitment can reduce organizational effectiveness. An organization whose employees have organizational commitment will get the desired results such as high performance, low employee turnover rate, and low absenteeism. In addition, it will also produce other desired results, namely a warm, supportive organizational climate and being a good team member and ready to help (Hindasah & Nuryakin, 2020).

Organizational commitment is a person's attachment to the organization with indicators of one's desire to remain a member of the organization, belief in organizational values and goals, acceptance of organizational values and goals, involvement in organizational activities and obedience to the organization. Kadang (2021) explains that in general a strong commitment to the organization is proven to increase job satisfaction, reduce absenteeism and improve employee performance.

Organizational commitment can foster employee ownership of the organization and a sense of passion for work so that work discipline can be embedded in every employee. Employees' sense of ownership of the organization can be generated by involving employees in making decisions and a sense of passion for work can be generated by paying attention, delegating authority, and providing adequate opportunities and space for employees to use their skills and expertise to the fullest. The more someone is strongly committed to an organization, the better his work discipline will be. Theoretically, commitment has a positive effect on discipline. This is supported by research conducted by (Husain, 2020), that compensation has a positive and significant effect on work discipline.

2. Research Method

The theoretical framework of research developed in this study is intended to provide an overview of the variables used in this study and to see the relationship that occurs between these variables (the relationship between the independent variable and the dependent variable). The development of the research framework is based on the literature review that has been done previously. The theoretical framework can be described in the graphic model of the research as follows:

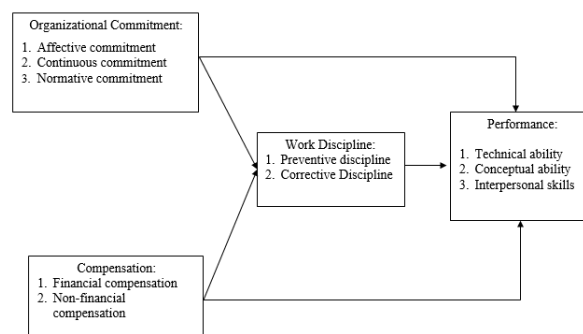


Figure 1. Theoretical Framework

Based on the framework of the picture above, it can be hypothesized, as follows:

1. There is a positive and significant effect of organizational commitment on work discipline
2. There is a positive and significant effect of compensation on work discipline
3. There is a positive and significant effect of organizational commitment on employee performance
4. There is a positive and significant effect of compensation on employee performance
5. There is a positive and significant effect of work discipline on employee performance
6. Work discipline mediates the effect of organizational commitment on employee performance
7. Work discipline mediates the effect of compensation on employee performance

In this study, the correlation technique used is the Pearson Product Moment correlation (Esezi Isaac & Eric Chikweru, 2018) technique whose formula is as follows:

$$r_{xy} = \frac{n \cdot \sum XY - \sum X \cdot \sum Y}{\sqrt{\{n \cdot (\sum X^2) - (\sum X)^2\} \{n \cdot (\sum Y^2) - (\sum Y)^2\}}}$$

Where :

- R_{xy} : Correlation coefficient between variable X and variable Y
- X² : Sum of squares of X
- Y² : Sum of squares of Y
- XY : The number of correlation coefficients between variables X and Y
- X : The sum of each factor
- Y : Sum of all factors
- N : Number of subjects

Calculation of the correlation is based on the provision that $r_{xy} > r$ table 5% significance level means that the item items are valid and vice versa if $r_{xy} < r$ table 5% then the items are invalid and do not meet the prerequisites. While Reliability shows that an instrument is quite reliable as a data collection tool because the instrument is already good. In this study, to measure reliability using the product moment technique, then the correlation results were analyzed to find reliability using the Sperman Bown formula (Balkrishna, Singh, Sharma, Karthikeyan, & Gowda, 2021), as follows:

$$r_{11} = \frac{2 \cdot r_{1/21/2}}{1 + r_{1/21/2}}$$

Where :

- r₁₁ : the reliability coefficient sought
- r_{1/21/2} : r_{xy} specified as the correlation index between the two hemispheres being searched for

As for the interpretation of the magnitude of the correlation coefficient, the same provisions are used, namely:

- a. Between 0.800 to 1,000 : very high
- b. Between 0.600 to 0.800 : high
- c. Between 0.400 to 0.600 : quite high
- d. Between 0.200 to 0.400 : low
- e. Between 0.100 to 0.200 : very low

Regression analysis (Kabdrakhmanova, Memon, & Saurbayeva, 2021) with intervening variables (Path analysis), regression analysis using intervening variables was tested using path analysis. Path analysis is an extension of regression analysis to estimate causality relationships between variables (causal models) that have been previously determined based on theory.

Equation 1:

$$Y_1 = B_1X_1 + B_2X_2 + e_1$$

Equation 2:

$$Y_2 = B_1X_1 + B_2X_2 + B_3X_3 + e_2$$

Where:

- Y1 : Discipline
Y2 : Performance
B1, B2, and B3 : Regression coefficient of the independent variable
X1 : Organizational commitment variable
X2 : Compensation variable
e1 and e2 : Other variables not studied or included in the research model (error)

Hypothesis testing to determine the significance of the effect of the independent variables together on the dependent variable, was carried out using the F test, with a significance level of 5% and one-tailed test (one-tail). The significance level is partially using t test with a significance level of 5%.

H0 : $\beta_1 = \beta_2 = \beta_3 = 0$, all independent variables do not affect the dependent variable simultaneously.

H1 : $\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$, all independent variables are able to significantly influence the dependent variable simultaneously.

The test criteria are as follows:

- If $F_{count} < F_{table}$, Ho is accepted and H1 is rejected, then together the independent variables do not affect the dependent variable.
- If $F_{count} > F_{table}$, Ho is rejected and H1 is accepted, then together the independent variables affect the dependent variable.

The determinant coefficient (Adjusted R Square) is used to determine how big the percentage that can be explained by organizational commitment and compensation variables on work discipline and their implications for employee performance. If the R2 obtained from the calculation results is greater (closer to one), then the contribution of the independent variable to the variation of the dependent variable is greater. Conversely, if the R2 obtained from the calculation results are smaller (close to zero), then the model used to explain the dependent variable is getting smaller. In general, it is said that the magnitude of the coefficient of determination (adjusted R Square) is between 0-1 $0 < \text{adjusted R Square} < 1$

Testing the effect of mediation or to test the effect of the intervening variable in this study used the path analysis method. Mediation or intervention is an intermediate variable that functions to mediate the relationship between the independent variable and the dependent variable. Path analysis can determine the pattern of relationships between 3 or more variables and cannot be used to confirm imaginary causality (Trott, 2021). Tests are carried out by comparing direct and indirect effects. Data analysis using SPSS for windows program computer tools. From the graphic model in the research plan that has been described previously, there are 2 path analysis paths as shown in Figure 2 and Figure 3 as follows:

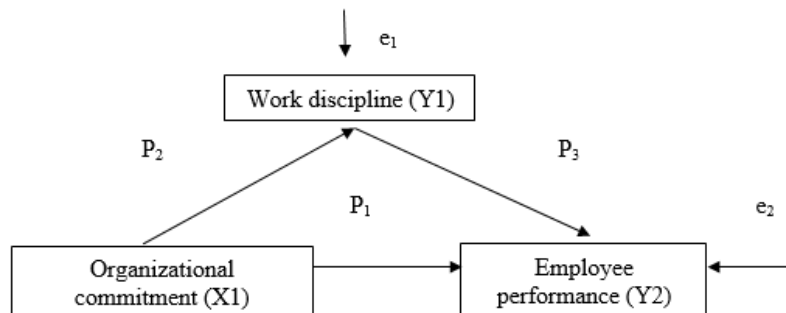


Figure 2. The relationship between organizational commitment to employee performance is mediated by work discipline

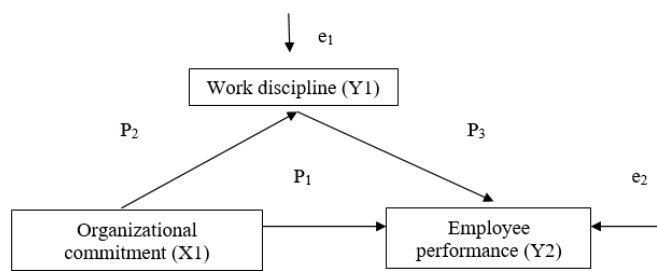


Figure 3. The relationship between compensation and employee performance mediated work discipline

Based on the path model proposed in the theory, it is stated that organizational commitment and work compensation have a direct relationship with employee performance. However, organizational commitment and work compensation also have an indirect relationship to employee performance through work discipline. A direct relationship occurs if one variable affects another variable without a third variable mediating the relationship between the two variables. An indirect relationship is if there is a third variable that mediates the relationship between the two variables:

Direct effect = p_1

Indirect effect = $p_2 \times p_3$

Total influence = $p_1 + (p_2 \times p_3)$.

3. Results and Discussion

3.1. Results

3.1.1. Respondent Description

Descriptions of respondents in this study include years of service, gender and position as shown in table 1 and table 2 below:

Table 1. Respondents by Position

No	Position	Total	Percentage
1	Lecturer	42	82,35%
2	Staff	9	17,65%
Total		51	100%

Source: Primary Data Processed, 2021

Table 2. Respondents by Gender

No	Gender	Total	Percentage
1	Male	31	60,78%
2	Female	20	39,22%
Total		51	100%

Source: Primary Data Processed, 2021

Table 3. Respondents by Gender

No	Years of service	Total	Percentage
1	1 to 7 years	14	27,45%
2	8 to 14 years	17	33,33%
3	Over 14 Years	20	39,22%
Jumlah		51	100%

Source: Primary Data Processed, 2021

3.1.2. Respondents Response

Organizational commitment is one of the factors that affect employee performance, the results of the distribution of responses are presented in table 4, below:

Table 4. Respondents' Responses to Comitment

Statement	Indicator Description	SA	A	DNA	SD	Total
1-6	Goals & Abilities	60%	34%	6%	0%	100%
7-11	Leadership Example	54%	37%	9%	0%	100%
12-14	Remuneration	50%	41%	9%	0%	100%
15-17	Justice	56%	35%	9%	0%	100%
18-20	Supervision attached	52%	37%	11%	0%	100%
21-23	Penalty Sanctions	59%	35%	6%	0%	100%
24-25	Firmness	57%	35%	8%	0%	100%
26-27	Human Relations	47%	40%	13%	0%	100%

Source: Primary Data Processed, 2021

Based on these data (table 4), it shows that Organizational Commitment is at a very good level, in accordance with the achievement of answers from each indicator which are all very high, namely indicators of goals and abilities, leadership examples, remuneration, justice, inherent supervision, sanctions, assertiveness and human relations. Organizational Commitment that has been implemented is very useful for improving employee performance, because with

high Organizational Commitment, it is expected that work can be done as well and efficiently as possible, both in quality and quantity, not wasteful and in accordance with the expectations set.

Table 5. Respondents' Responses to Performance

Statement	Indicator Description	SA	A	DNA	SD	Total
1-4	Provision of Basic Pay	43%	44%	13%	0%	100%
5-10	Salary Based on Performance	42%	41%	17%	0%	100%
11-14	Giving Indirect Salary	42%	42%	16%	0%	100%

Source: Primary Data Processed, 2021

Based on these data, it shows that the employee's performance is at a good level, in accordance with the achievement of answers from each high indicator, namely indicators of technical ability, conceptual ability and interpersonal relationship ability. Employee performance can be improved by the technical ability possessed by employees through their training and education, conceptual ability in programming their work, and interpersonal relationship skills in dealing with other employees or their relationship with other agencies in carrying out daily work activities.

3.1.3. Validity test

Questionnaires or questionnaires are said to be valid if they are able to measure what is desired and can reveal data from the variables studied appropriately. The validity test was carried out by calculating the correlation between the scores of each question item and the total variable scores. Based on the results of calculations using SPSS for each variable as shown in the following table 6:

Table 6. Testing the Validity of Position Promotion Variables

Variable	Indicator	Correlation Value	r table	Information
Promotion (X ₁)	X _{1,1}	0,665	0,233	Valid
	X _{1,2}	0,666	0,233	Valid
	X _{1,3}	0,782	0,233	Valid
	X _{1,4}	0,514	0,233	Valid
	X _{1,5}	0,605	0,233	Valid
	X _{1,6}	0,708	0,233	Valid
	X _{1,7}	0,714	0,233	Valid
	X _{1,8}	0,699	0,233	Valid
	X _{1,9}	0,616	0,233	Valid
	X _{1,10}	0,622	0,233	Valid
	X _{1,11}	0,746	0,233	Valid
	X _{1,12}	0,522	0,233	Valid
	X _{1,13}	0,544	0,233	Valid
	X _{1,14}	0,773	0,233	Valid
	X _{1,15}	0,644	0,233	Valid
	X _{1,16}	0,738	0,233	Valid
	X _{1,17}	0,733	0,233	Valid
	X _{1,18}	0,680	0,233	Valid
	X _{1,19}	0,541	0,233	Valid
	X _{1,20}	0,682	0,233	Valid

Source: Primary Data Processed, 2021

Based on table 6, it shows that the calculation results show that the correlation value $r_{\text{count}} > r_{\text{table}}$ (0.233) and the significance value ($\alpha=5\%$) is less than 0.05, so the questions/statements for the promotion variable can be said to be valid.

Table 7. Compensation Variable Validity Testing

Variable	Indicator	Correlation Value	r table	Information
Compensation (X_2)	X _{1.1}	0,673	0,233	Valid
	X _{1.2}	0,725	0,233	Valid
	X _{1.3}	0,683	0,233	Valid
	X _{1.4}	0,702	0,233	Valid
	X _{1.5}	0,673	0,233	Valid
	X _{1.6}	0,581	0,233	Valid
	X _{1.7}	0,677	0,233	Valid
	X _{1.8}	0,775	0,233	Valid
	X _{1.9}	0,682	0,233	Valid
	X _{1.10}	0,710	0,233	Valid
	X _{1.11}	0,623	0,233	Valid
	X _{1.12}	0,701	0,233	Valid
	X _{1.13}	0,719	0,233	Valid
	X _{1.14}	0,738	0,233	Valid

Source: Primary Data Processed, 2021

Based on table 7, it shows that the results of the calculation show that the correlation value $r_{\text{count}} > r_{\text{table}}$ (0.233) and the significance value ($\alpha=5\%$) is less than 0.05, so the question/statement for the compensation variable can be said to be valid.

Table 8. Testing the Validity of Work Discipline Variables

Variable	Indicator	Correlation Value	r table	Information
Work Discipline (X_3)	X _{1.1}	0,573	0,233	Valid
	X _{1.2}	0,631	0,233	Valid
	X _{1.3}	0,502	0,233	Valid
	X _{1.4}	0,603	0,233	Valid
	X _{1.5}	0,469	0,233	Valid
	X _{1.6}	0,546	0,233	Valid
	X _{1.7}	0,514	0,233	Valid
	X _{1.8}	0,488	0,233	Valid
	X _{1.9}	0,588	0,233	Valid
	X _{1.10}	0,572	0,233	Valid
	X _{1.11}	0,572	0,233	Valid
	X _{1.12}	0,585	0,233	Valid
	X _{1.13}	0,383	0,233	Valid
	X _{1.14}	0,551	0,233	Valid
	X _{1.15}	0,473	0,233	Valid
	X _{1.16}	0,533	0,233	Valid
	X _{1.17}	0,493	0,233	Valid
	X _{1.18}	0,680	0,233	Valid
	X _{1.19}	0,650	0,233	Valid
	X _{1.20}	0,723	0,233	Valid

X _{1,21}	0,611	0,233	Valid
X _{1,22}	0,596	0,233	Valid
X _{1,23}	0,567	0,233	Valid
X _{1,24}	0,750	0,233	Valid
X _{1,25}	0,737	0,233	Valid
X _{1,26}	0,446	0,233	Valid
X _{1,27}	0,357	0,233	Valid

Source: Primary Data Processed, 2021

Based on table 8, the calculation results are compared with the correlation table for the "r" value by first looking for the degrees of freedom (db), namely $N - 2 = (51 - 2) = 49$. At the 10% significance level, the number is 0.233. If the value of r_{count} is greater than r_{table} , then the question/statement has good construct validity. From the calculation results, it turns out that the correlation value $r_{\text{count}} > r_{\text{table}}$, and the significance value ($\alpha=5\%$) is less than 0.05, so the question/statement for the work discipline variable can be said to be valid.

Table 9. Testing the Validity of Employee Performance Variables

Variable	Indicator	Correlation Value	r table	Information
Employee Performance (Y)	Y ₁	0,724	0,233	Valid
	Y ₂	0,736	0,233	Valid
	Y ₃	0,874	0,233	Valid
	Y ₄	0,827	0,233	Valid
	Y ₅	0,738	0,233	Valid
	Y ₆	0,748	0,233	Valid
	Y ₇	0,699	0,233	Valid
	Y ₈	0,746	0,233	Valid
	Y ₉	0,768	0,233	Valid
	Y ₉	0,719	0,233	Valid
	Y ₉	0,764	0,233	Valid
	Y ₉	0,840	0,233	Valid
	Y ₉	0,843	0,233	Valid
Y ₉	0,672	0,233	Valid	
Y ₉	0,689	0,233	Valid	

Source: Primary Data Processed, 2021

Based on table 9, it shows that the calculation results show that the correlation value $r_{\text{count}} > r_{\text{table}}$ (0.233) and the significance value ($\alpha=5\%$) is less than 0.05, so the question/statement for the performance variable can be said to be valid.

3.2. Discussion

3.2.1. Reliability Test

Reliability testing aims to measure the level of ability of an instrument so that it can produce consistent and error-free data. The technique used to determine the reliability of this study is the Cronbach alpha technique, where the reliability index is declared reliable if the value of r obtained is at least 0.60. The existing values are entered into the formula, and produce the value of the reliability coefficient.

Table 10. Reliability Test

No	Variable	Alpha	Information
1	Work Discipline (X1)	0,749 > 0,6	Reliable
2	Promotion (X2)	0,757 > 0,6	Reliable
3	Compensation (X3)	0,763 > 0,6	Reliable
4	Employee Performance (Y)	0,769 > 0,6	Reliable

Source: Primary Data Processed, 2021

Based on calculations using the SPSS program, each variable has a Cronbach Alpha value greater than 0.6. This can be seen in Table 10, so the questionnaire in this study is consistent or reliable.

3.2.2. Data Normality Test

The data normality test is used to see whether or not the distribution of the estimated errors of Y on X₁, Y on X₂, and Y on X₃ is normal. Before testing the normality of the data with an error in the estimation of Y on X₁, Y on X₂, and Y on X₃, first the normality of the data from the variable Y (employee performance) is tested using the "Goodness of Fit" calculation from Kolmogorov-Smirnov

Table 11. Data Normality Test
One-Sample Kolmogorov-Smirnov Test

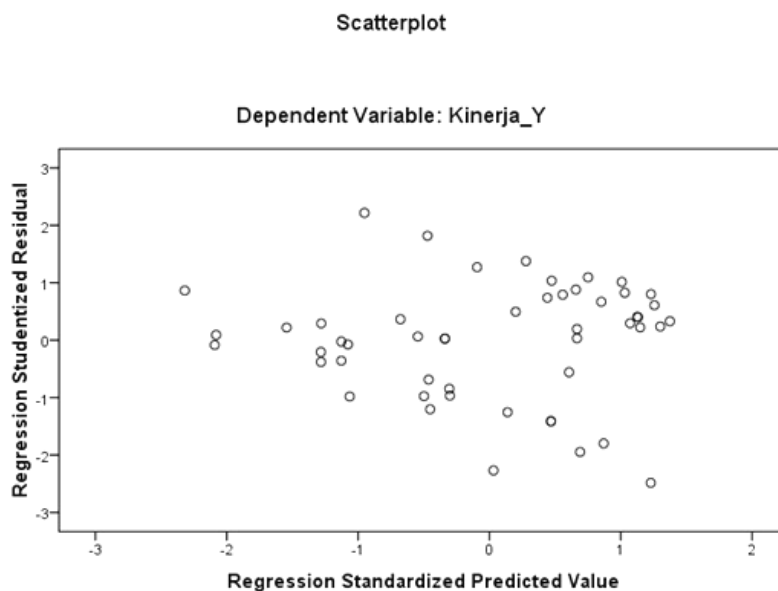
	Work Discipline X1	Promotion X2	Compensation X3	Employee Performance Y
N	51	51	51	51
Normal Mean	93.59	66.29	45.73	45.84
Parameters ^a Std. Deviation	10.060	8.751	6.937	8.481
Most Absolute	.165	.214	.236	.206
Extreme Positive	.076	.114	.170	.206
Differences Negative	-.165	-.214	-.236	-.193
Kolmogorov-Smirnov Z	1.175	1.531	1.688	1.468
Asymp. Sig. (2-tailed)	.126	.018	.007	.027

a. Test distribution is Normal.

Based on table 11 above, it can be explained that the Y variable (employee performance) is normal because the significance value of 0.027 is smaller than 0.05 so that Ho is accepted and Ha is rejected, so the Y variable (employee performance) is normal.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. If the variance of the residual from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity. The use of scatterplot to determine the symptoms of heteroscedasticity can be done (Sin & Lee, 2021). In this study to determine

whether the distribution of data is free from heteroscedasticity or not using a scatterplot, for more details can be seen in Figure 4 below.



From the scatterplot graph above, it can be seen that there is no clear pattern and the points spread above and below the number 0 (zero) on the Y axis, so there is no heteroscedasticity.

3.2.3. Autocorrelation Test

The autocorrelation test on this model can be done using the Durbin Watson Test, by comparing the DW statistic with the critical values of d_L and d_U in the D-W table. In the Durbin Watson Test, the hypotheses used are:

H_0 : There is no autocorrelation if $d_U < DW_{\text{statistic}} < 4 - d_U$, it means that H_0 is accepted.

H_a : There is autocorrelation if $DW_{\text{statistic}} < d_L$ or

$DW_{\text{statistic}} > 4 - d_L$, means H_0 is accepted.

Testing on Durbin Watson Statistics from the results of regression analysis is 1.556. Meanwhile, with 95% confidence, 3 explanatory variables and 51 data, DWtable $d_L=1.421$ and $d_U=1.674$, where $4 - d_U=2.33$ and $4 - d_L=2.58$, the DW statistic obtained is between $d_L (1,421) < DW_{\text{statistics}} (1,556) < 4 - d_U (2,33)$, so the assumption of no autocorrelation in this study is acceptable. Based on table 12 it can be concluded that this research is free from autocorrelation.

Table 12. Autocorrelation Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.700 ^a	.490	.457	6.250	.490	15.030	3	47	.000	1.556

a. Predictors: (Constant), Compensation X3, Work Discipline X1, Position Promotion X2

b. Dependent Variable: Kinerja Y

After the discussion in the previous chapter on the results of the research conducted, the following conclusions were obtained: The compensation variable has a very strong influence on employee performance with a beta coefficient value of 0.293. Then followed by the variable of promotion with a beta coefficient of 0.282. While the variables that affect the lowest performance with a beta coefficient of 0.277 are work discipline variables; The variables of work discipline, promotion and compensation together have a positive and significant effect on performance (Y); The three variables, namely work discipline, promotion and compensation in influencing employee performance are included in the good category, because the achievement of the average value of the results of the answers of many respondents who answered agreed; From the value obtained from the determination test (adjusted R²) of 0.457, it shows that the three variables, namely work discipline, promotion and compensation together are only able to affect employee performance by 45.7%, while the remaining 54.3% is influenced by factors other outside the research model such as organizational culture, work ability, leadership, training, motivation.

4. Conclusion

As the results of the research that researchers have done and the conclusions obtained, the researchers try to give some suggestions as follows: Discipline possessed by an employee will affect the level of performance of the employee, because with good work discipline, an employee will be able to complete work effectively. good, efficient, timely and able to solve work problems properly according to established procedures; Promotions also affect the performance of an employee, where with the delivery of information about an open promotion plan, it will open up a field of healthy competition between employees, this will affect the performance of its employees, namely by increasing the level of education, by improving the work system, as well as increasing the level of education. level of work discipline; Giving compensation to employees will affect the performance of these employees. An employee's performance will increase if the organization pays attention to compensation, because by giving fair and appropriate compensation in accordance with the workload, the employee will feel satisfied and be able to meet the needs of his life so that it will provide strong motivation for employees to work harder, foster a sense of discipline. high work and further improve its performance; Employee

performance can be categorized as good, this is influenced by high work discipline, promotions that can spur competition between employees to work better in order to get the desired position, as well as providing compensation in accordance with employee expectations that will increase work enthusiasm so that work can be completed. properly, quickly and precisely; The implication that can be made from this research is how to improve employee performance through work discipline, promotion and compensation can be realized. By increasing cooperation between employees, creating a good relationship between employees and their leaders, improving work behavior, increasing employee welfare, leaders who can motivate their subordinates to work harder and be more creative, increase the quality and quantity of better work, it will greatly affect the performance of employees.

The author should present any major shortcomings and limitations of the study, which could reduce the validity of the paper, thereby raising questions from the reader (whether, or in what way), the limitations of this study may have influenced the results and conclusions. Limitations require critical assessment and interpretation of their research impact. The author must provide an answer to the question: Is this a problem caused by an error, or in the chosen method, or validity, or something else?

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