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AbstrACT   This study aims to analyze the influence of work discipline, motivation, and compensation on employee performance at PT. Wan Rokok Tembakau Sidoarjo. This study uses descriptive and verification methods to explore the relationship between work discipline, motivation, and compensation. Data were collected using questionnaires, observations, and literature reviews involving a sample of 100 employees selected using simple random sampling. Hypothesis testing was carried out using multiple linear regression analysis with the help of the SPSS version 25 program. The results of the study indicate that work discipline, motivation, and independence have a significant effect on employee performance,   both partially and

simultaneously. **This study** confirms that work discipline, motivation, and recovery are strategic elements in effective human resource management, especially in improving employee performance. By paying attention to and developing all three in a balanced manner, the company can create a work system that is oriented towards results, sustainable, and competitive.

INTRODUCTION

In the era of globalization, companies are **required to be more competitive** and must have **advantages and** competitiveness in order **to** survive **in business competition with** other companies. **The** magnitude of competition that occurs in this era of globalization, one of which occurs in the economic sector. In this condition, companies must be able to face the challenges that have occurred so that the company can survive well. One of the efforts that must be made is to improve the quality of human resources (Rosalita et al., 2024).

According to Maimunah and Nursaid (2020), work discipline is one of the important things in implementing company activities, because the better the employees, the higher the work effectiveness they achieve. Good **discipline** reflects **a person's** sense of **responsibility for the** tasks given to him; this encourages work passion **and work enthusiasm and** supports the **realization of company goals. Discipline is the most important operative function of human resource management because the better the** employee discipline, **the higher the work performance** they achieve. Without good employee discipline, **it is difficult for a** company organization to **achieve optimal results** (Setiawan and Qomariah, 2022).

According to Pahira and Rinaldy (2023), motivation is the provision of a driving force that produces a person's enthusiasm for work, allowing them to work together effectively and combine all of their efforts to reach fulfillment. Motivation is something fundamental that motivates people to work. Motivation is a potential force within a person that can be developed by themselves or by a variety of external forces centered on monetary and non-monetary rewards, which can have a positive or negative impact on their performance results (Ong and Mahazan, 2024).

Compensation is an important role in Human Resource Management (HRM). Because pay is one of the most sensitive areas of employment relationships, which includes compensation difficulties as well as other associated components such as benefits. In practice, many businesses still do not fully understand the compensation system. The compensation system supports the organization's core beliefs and aims. Compensation is crucial for both employees and the organization.

Work discipline has a good impact on employee performance, according to research by Uswatun Chassanah in 2023. The t-test revealed a t-value of 6.609> 1.6605 **with a significance level of** 0.000, which is less than 0.05 (0.000<0.05). Discipline has a negative value and no discernible impact on performance at the Jayawijaya Regency Regional Secretariat Civil Servants, according to research done in 2017 by Indra Lestari Sumbung, Syaikhul Falah, and Alfiana Anto. The pay scheme reflects the organization's efforts to retain human resources. Furthermore, research conducted by Iko Kusumawati, Achmad Fauzi, and Mukti Amini in 2022 revealed that there was an **effect of work motivation on employee performance,** implying that the higher **the** job motivation, **the better the employee performance.** In contrast to research conducted by Frans Zella and Maria Magdalena in 2019, the findings of this study show that work motivation has no positive or substantial effect **on employee performance** at PT. PNM Padang. Opan Arifudin's 2019 research found that remuneration has a substantial effect on performance. This is in contrast to research conducted by Emmy Juliningrum and Achmad Sudiro in 2013. According to the study's findings, remuneration has not been able to contribute to employee job motivation and performance.

Based on the research gap and problems described, this study makes a unique theoretical and practical contribution to understanding the dynamics **of** the complex relationship between work **discipline, motivation, and** compensation **and** employee **performance** at PT. Wan Tobacco Cigaret Sidoarjo. The essential difference in **this study is the** effort to incorporate previous variables that have yielded conflicting results in numerous studies, in order to present a new viewpoint on the elements influencing employee performance. Based on the description provided above, the researcher wishes to perform a study titled "Implementation **of Work Discipline, Motivation, and Compensation on Employee Performance** at PT. Wan Tobacco Cigaret Sidoarjo".

LITERATURE REVIEW

This study illustrates how **work discipline, motivation, and** compensation influence employee **performance.** This paper cites various previous studies that support and refute the relationship between the factors..

Work **Discipline and Employee Performance**

Fajri and Damar (2020) found **that work discipline has a good and significant effect on employee performance at** CV. Permata Mitra Karya. Furthermore, Chassanah (2023) found **that work discipline improves employee performance.**

Motivation and Employee Performance

According to Armansyah's (2022) research, motivation improves the performance of personnel at the Riau Islands Provincial Secretariat's Social Welfare Bureau. According to Kusumawati **et** al. (2022), there **is** a relationship **between work motivation and employee performance,** which implies that the stronger the job motivation, the higher the employee performance.

Compensation and Employee Performance

Aryani and Meriyati's (2019) research demonstrates that salary influences employee performance at PT. Sri Metriko Utamawidjaja. In addition, Arifudin (2019) found that remuneration has a considerable impact on employee performance.

METHODS

The approach utilized in this study is quantitative. This study used a survey as its research approach. This study involved employees from PT. Wan Tobacco Cigaret Sidoarjo. The study included 626 employees. The Slovin technique was used to determine the number of samples, and a 10% margin of error was discovered, therefore the sample size was decided to be 86 responders and rounded up to 100. This was done to streamline data processing and improve test findings. The sample technique was based on probability, namely simple random sampling. Sampling was carried out using the incidental technique.

This study employs instrument quality testing, specifically validity and reliability tests, **as well as classical assumption** tests such as **normality, multicollinearity, and heteroscedasticity** tests. **The** analysis **technique** employs multiple linear regression analysis.

RESULTS

Respondent Characteristics

1. The research data was collected from 100 employees of PT. Wan Tobacco Cigaret Sidoarjo, whose characteristics are described in Table 1.

2. Table 1. Respondent Data

Variables	Total	Percent
Gender		
Male	55	55,0
Female	45	45,0
Age		
< 20 years old	8	8,0
21-30 years old	22	22,8
31-40 years old	28	28,0
41-50 years old	25	25,0
> 50 years old	17	17,0
Education		
Elementary School/Equivalent	6	6,0
Junior High School/Equivalent	15	15,0
Senior High School/Equivalent	45	45,0
Diploma (D1-D3)	20	20,0
Sarjana/Pascasarjana	14	14,0
Length of Service		
< 1 years	12	12,0
1-3 years	30	30,0
4-6 years	35	35,0
> 6 years	23	23,0

3. Source: Processed questionnaire data, 2025

4. Table 1 displays the data of respondents, specifically employees of PT. Wan Tobacco Cigaret Sidoarjo, who comprised the research sample of 100 people. There were more male respondents than female ones. The majority of responders were in the productive age range of 20 to 50 years. Furthermore, the majority of respondents had a senior high school or equivalent, and the majority of employees worked for an extended period of time.

Analysis

1. Validity and Reliability Test

2. Table 2 shows the results of the validity and reliability tests.

3. Table 2. Validity and Reliability Test

Variable/Indicator	r-table	r-count	Cronbach Alpha	Conclusion
Work Discipline	Goals and abilities	Exemplary leadership	Remuneration	Justice	Punishment penalty	Firmness	Human relations
0,197	0,838	0,860	0,767	0,752	0,771	0,750	0,720	0,892	Reliable	Valid	Valid	Valid	Valid	Valid	Valid	Valid
Motivation	Physical needs	Need for security	Social needs	Need for appreciation	Need for encouragement to achieve goals	0,197
0,597	0,869	0,800	0,879	0,869	0,864	Reliable	Valid	Valid	Valid	Valid	Valid
Compensation	Wages and salaries	Incentive	Allowance	Facility	0,197	0,857	0,889	0,936	0,769	0,893	Reliable	Valid	Valid	Valid	Valid
Employee Performance	Quantity of work	Quality of work	Efficiency in completing jobs	Discipline at work	Initiative	Accuracy	Leadership	Honesty	Creativity	0,197	0,640	0,792	0,694	0,764	0,752	0,842	0,809	0,803	0,687	0,903	Reliable	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid

4. Source: Processed Primary Data, 2025

5. All indicators in each variable are certified legitimate because the estimated r value exceeds the r table (the r table for n = 100 at a 5% significance level is about 0.197). All variables are also reliable because they met the study's threshold (Cronbach alpha work discipline 0.892; motivation 0.864; compensation 0.893; and performance 0.903 is greater than the minimal cut off value of 0.60, indicating that all instruments are reliable).

6. Classical Assumption Test

7. Normality Test

8. Table 3. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	100
Normal Parametersa,b Mean	.0000000
Std. Deviation	8.15647373
Most Extreme Differences Absolute	.057
Positive	.041
Negative	-.057
Test Statistic	.057
Asymp. Sig. (2-tailed)c	.200d
Monte Carlo Sig. (2-tailed)e Sig.	.571
99% Confidence Interval Lower Bound	.558
Upper Bound	.584

a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance. e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

9. Source: Processed Primary Data, 2025

10. **Based on the Kolmogorov-Smirnov** test results in Table 3, **the Asymp. Sig. (2-tailed)** value is 0.200, which above **the significance level of 0.05.** This demonstrates that the residuals in the regression model are regularly distributed, implying that the normality condition has been met.

11. **Multicollinearity** Test

12. Table **4. Multicollinearity Test Results**

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	26.585	2.891		9.196	.000		
	Disiplin Kerja	.711	.206	.596	-3.457	.001	.281	3.563
	Motivasi	1.096	.250	.656	4.387	.000	.373	2.680
	Kompensasi	.430	.326	.417	3.293	.026	.267	3.750

a. Dependent Variable: Kinerja Karyawan

13. Source: Processed Primary Data, 2025

14. According to the findings of the multicollinearity test provided in Table 4, the Tolerance value for each independent variable, namely Work Discipline (0.281), Motivation (0.373), and Compensation (0.267), is greater than the minimum threshold of 0.10. In addition, the Variance Inflation Factor (VIF) value is less than the maximum threshold of 10, with the highest VIF value of 3,750 in the Compensation variable. This demonstrates **that there are** no indications **of multicollinearity** among the **independent variables in the regression model,** which means that each independent variable does not influence each other excessively linearly.

15. Heteroscedasticity Test

16. **Table 5. Glejser Test Results**

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.864	1.534		1.215	.227
	Disiplin Kerja	.010	.109	.017	.092	.927
	Motivasi	.266	.133	.317	2.009	.947
	Kompensasi	.001	.173	.001	.005	.996

a. Dependent Variable: ABS_RES

17. Source: Processed Primary Data, 2025

18. According to the findings of the heteroscedasticity test using the Glejser technique displayed in Table 5, the significance value (Sig.) for all independent variables is greater than 0.05, including Work Discipline (0.927), Motivation (0.947), and Compensation (0.996). These data show no significant link between independent variables and the absolute value of the residual (ABS_RES), indicating no heteroscedasticity in the regression model applied.

19. Multiple Linear Regression Test

20. In this study, **multiple linear regression analysis is** used to examine the impact of the independent variables, Work Discipline (X1), Motivation (X2), and Compensation (X3), on the **dependent variable, Employee Performance** (Y). The study's multiple linear regression analysis yielded the following results:

21. Table 6. **Multiple Linear Regression Test** Results

Coefficientsa

Model		Unstandardized **Coefficients**		**Standardized Coefficients**	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.585	2.891		9.196	.000
	Disiplin Kerja	.711	.206	.596	3.457	.001
	Motivasi	.496	.250	.656	4.387	.000
	Kompensasi	.430	.326	.417	3.293	.026

a. Dependent Variable: Kinerja Karyawan

22. Source: Processed Primary Data, 2025

23. Based on the data in Table 6, the **multiple linear regression equation** is **as follows:**

24. Y = 26.585 + 0.711 **X1** + 0.496 **X2** + 0.430 **X3** + e

25. **The** equation indicates that when the variables Work Discipline (X1), **Motivation** (X2), and Compensation (**X3)** are zero, **the** fundamental **value of Employee Performance (Y)** is 26,585. The **regression coefficient** for each variable indicates the direction and strength of its influence on performance. Positive coefficients on the three independent variables indicate that increasing Work Discipline, Motivation, and Compensation will result in an increase in Employee Performance, as long as the other factors remain constant. Furthermore, all variables in the model have a significance level of less than 0.05, indicating that each has a meaningful partial effect on employee performance.

26. F Test

27. Table 7. F Test Results

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1640.632	3	546.877	7.971	.000b
	Residual	6586.278	96	68.607		
	Total	8226.910	99			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kompensasi, Motivasi, Disiplin Kerja

28. Source: Processed Primary Data, 2025

29. **Based on the F Test** findings shown in Table 7, **the calculated F value is** 7.971 with a significance value (Sig.) of **0.000, which is less than** the **significance level of 0.05.** This demonstrates that the regression model containing the variables Work Discipline, Motivation, and Compensation all **have** a substantial effect **on Employee Performance.**

30. R2 Determination Coefficient Test

31. Table 8. Results of Determination Coefficient Test

Model Summary				
Model	R	R Square	**Adjusted R Square**	**Std. Error of the Estimate**
1	.847a	.799	.774	2.28294

a. Predictors: (Constant), Kompensasi, Motivasi, **Disiplin Kerja**

b. **Dependent Variable: Kinerja Karyawan**

32. Source: Processed Primary Data, 2025

33. Based on the Determination Coefficient Test results in Table 8, the R Square value is 0.799, indicating that the independent variables, Work Discipline, Motivation, and Compensation, can explain 79.9% of the variation in the Employee Performance variable. Meanwhile, the remaining 20.1% is explained by factors other than the research model. The Adjusted R Square score of 0.774 additionally indicates that the model has been adjusted for the number of variables and samples utilized while still demonstrating a good level of fit. Thus, the regression model utilized has excellent predictive capacity, and the three independent variables are collectively the most important determinants determining employee performance at PT. Wan Tobacco Cigaret Sidoarjo.

DICUSSION

34. The Influence of **Work Discipline on Employee Performance**

35. **Based on the findings of this** study's data analysis, the variable Work Discipline is shown to have a considerable impact on employee performance. This research reveals that increasing employee discipline leads to an increase in overall work performance. The association established between these two variables is positive, implying that the better an employee's discipline, the larger their contribution to meeting work targets, daily productivity, and operational performance. These results underscore the importance of work discipline as one of the primary foundations in obtaining optimal performance in the workplace, especially in the industrial sector such as that handled by PT. Wan Tobacco Cigaret Sidoarjo.

36. This observation is consistent with the findings of Sinaga et al. (2021), who discovered that work discipline had **a favorable and significant impact on employee performance** in the manufacturing industry. According to the study, disciplined personnel are simpler to direct, perform tasks faster, and make less mistakes, resulting in increased overall corporate efficiency. This study indicates that discipline is more than simply a personal problem; it is part of a management system that has a direct impact on the company's operational success.

37. Suryadi's (2020) research also shown that work discipline is vital in developing a pattern of responsible, consistent, and professional work behavior. The study stressed the importance of work discipline in mediating between company policies and their implementation in the field, resulting in workflow stability. These findings are particularly significant to PT. Wan Tobacco Cigaret Sidoarjo because the company's operations rely on mass work coordination, and the effectiveness of a production line is heavily influenced by the individual and collective discipline of the personnel engaged.

The Influence of Motivation on Employee Performance

1. **The study found that motivation has** a substantial impact on staff performance at PT. Wan Tobacco Cigaret Sidoarjo. This research suggests that the higher employees' motivation, both internal and external, the better their performance. The regression model shows a positive link between motivation and performance, indicating that motivation is one of the determining elements that might drive people to operate more ideally, efficiently, and productively. These results highlight that the company's success in meeting targets depends not only on the work system and facilities, but also on management efforts to sustain and encourage employee enthusiasm.

2. The findings of this study are supported by a study conducted by Laila et al., (2023), who discovered that motivation has a good and significant impact on enhancing employee performance in government organizations. The study demonstrates that addressing fundamental requirements, providing a sense of stability, recognition, and possibilities for self-actualization can motivate people to produce their greatest contributions. This study is relevant to PT. Wan Tobacco Cigaret Sidoarjo because it is important to understand the psychological elements of employees in a work environment that requires high productivity.

3. Nurhayat and Wahyuni (2021) found a significant link between work motivation and employee performance. The study stressed that motivation stems not just from management rules, but also from employee perceptions of organizational justice, clarity of work goals, and performance awards. These findings are particularly pertinent to PT. Wan Tobacco Cigaret Sidoarjo since employees would generally work harder and more disciplined if they believe their contributions are being recognized, either verbally or through real incentives.

4. The Influence **of Compensation on Employee** Performance

5. The study found that remuneration has a considerable **impact on employee performance at PT.** Wan Tobacco Cigaret Sidoarjo. The association between the two variables is positive, indicating that the better the company's compensation scheme, the higher the performance of its personnel. This study confirms the concept in human resource management that compensation is more than just a financial reward; it is also a motivational tool capable of driving productive and results-oriented work behavior. Employees who feel valued for their contributions through fair and suitable compensation tend to be more loyal, responsible, and enthusiastic about their jobs.

6. **The findings of this study are consistent with those of** Efitriana and Liana (2022), who found that salary had a substantial influence on employee performance in the manufacturing industry sector. In their study, they stressed the importance of a good compensation system in creating a sense of stability, increasing job satisfaction, and encouraging greater work passion. This study is important to the conditions of PT. Wan Tobacco Cigaret Sidoarjo, where high labor expectations must be balanced with reasonable compensation in order to avoid psychological stress and lower performance.

7. Another study that supports similar findings is one by Santosa et al., (2023), who investigated the relationship between compensation and performance in media organizations. The findings revealed that competently and honestly managed compensation can boost employee trust in the organization, promote work dedication, and reduce internal conflicts. In the context of PT. Wan Tobacco Cigaret Sidoarjo, compensation transparency, bonus schemes, and payment timeliness are critical components in fostering trust and employment satisfaction. When compensation is not only supplied appropriately but also administered openly and consistently, employees tend to work more quietly and focused.

The Influence of Work Discipline, Motivation, and Compensation on Employee Performance

1. The study's findings show that the variables of **work discipline, motivation, and compensation** have a substantial impact on employee performance at PT. Wan Tobacco Cigaret Sidoarjo. The three constitute a systemic unity that interacts with one another to motivate employees to attain their best work performance. This research demonstrates that improved performance is not caused by a single component, but by a combination of multiple relevant factors that reinforce one another. When employees have strong discipline, are motivated to do their jobs, and are properly compensated, productive, efficient, and long-term working conditions are produced.

2. Discipline, motivation, and compensation have a mutually reinforcing effect on performance. Good work discipline is simpler to create if people are driven, either internally or because they expect to be compensated. Similarly, motivation will increase if employees believe that the company's remuneration structure operates fairly and honestly. The three are inextricably linked since they contribute to a positive work environment. For example, an employee who is strict about attending and following the rules will lose passion if he does not receive the recognition he deserves. In contrast, providing decent salary without any control over discipline will result in inequity in work management. As a result, management must continue to integrate these three factors as a complete strategy for increasing human resource performance.

CONCLUSION

3. Based on the research findings given, the conclusions of this study are as follows: Work discipline has a major influence on employee performance. Motivation has also been shown to have a significant affect on performance. Compensation has a significant influence on employee performance.

4. The study's findings imply that firm management should continue to enhance the culture of work discipline by providing clear rules, an accountable attendance system, and constant supervision and sanctions. In terms of motivation, businesses must develop a reward and recognition system that is tailored to employee expectations. To remain competitive, compensation must be assessed and changed on a regular basis to reflect industry norms and inflation. It is advised that future studies include additional relevant variables such as leadership style, work environment, or workload in order to conduct a more comprehensive analysis of factors influencing employee performance. Furthermore, the employment of mixed methodologies or qualitative approaches might improve our understanding of the dynamics of work behavior in the industrial sector.

LIMITATION

5. Limites Scope

6. This study was only undertaken at one company, PT. Wan Tobacco Cigaret Sidoarjo, hence the findings cannot be applied to other companies.

7.

8. Quantitative Data Only

9. The approach utilized is entirely quantitative, therefore it does not capture the nuances or deep perceptions of employees that may influence their performance. The utilization of qualitative methodologies, such as in-depth interviews or observations, can improve the outcomes.

10.

11. Desain Cross-sectional

12. The study was conducted at a single point in time, so it cannot account for changes in the dynamics of the interaction between variables over time.

13.

14. Did Not Test Other Contextual Factors

15. This study did not investigate the impact of contextual variables such as leadership style, work atmosphere, or workload.

16.

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