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DETERMINANTS OF EMPLOYEE PERFORMANCE: THE ROLE OF COMPENSATION, WORK DISCIPLINE, AND WORK ENVIRONMENT

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ABSTRACT
This study aims to empirically examine the effect of compensation policy, work discipline, and work environment on employee performance at PT Jaringan Cyrus Nusantara. The background of this research is based on the importance of effective human resource management in improving organizational performance, particularly through factors that can motivate and support employee productivity. This study employs a quantitative approach using a survey method, with a saturated sampling technique involving the entire population of 53 employees as respondents. Data were collected through the distribution of questionnaires using a five-point Likert scale to measure respondents' perceptions of the variables studied, and were analyzed using the Partial Least Squares (PLS) method with the assistance of SmartPLS version 3.2.9, including both outer model and inner model testing. The results indicate that compensation policy does not have a significant effect on employee performance, suggesting that compensation is not the primary driver of performance improvement in the company. In contrast, work discipline and work environment have a positive and significant effect on employee performance, implying that higher levels of discipline and a more conducive work environment lead to improved employee performance. The implications of this study highlight the importance for companies to pay greater attention to discipline and to create a supportive and comfortable work environment in order to optimize employee performance. This research is expected to contribute to the development of human resource management knowledge and serve as a reference for future studies.
KEYWORDS: *Compensation, Work Discipline, Work Environment, Employee Performance.*

INTRODUCTION

Human resources are a critical determinant of organizational success, as companies rely on competent and well-managed employees to achieve their strategic objectives (Kinas et al., 2025). Effective human resource management ensures a balance between organizational demands and employee capabilities, thereby enhancing efficiency, productivity, and long-term sustainability (Darim, 2020) Despite rapid technological advancements, human resources remain the primary driver of organizational performance, as technology merely supports rather than replaces human roles (Sabrina, 2021).

Employee performance is a key factor influencing organizational effectiveness. However, achieving optimal performance remains challenging due to issues such as low motivation, limited innovation, inadequate work facilities, and insufficient continuous training (Rini et al., 2023). Therefore, organizations must continuously evaluate and improve employee performance to maintain competitiveness and ensure sustainable growth (Siagian, 2023). In this context, employee performance is shaped by both internal and external factors, including compensation, work discipline, and the work environment (Putri et al., 2022).

These challenges are also evident in Jakarta Jaringan Cyrus Nusantara, a political consulting firm in Jakarta. Established in 2010 and headquartered in South Jakarta, the company provides services such as public opinion surveys, policy analysis, digital campaigns, and strategic communication. With its extensive experience and collaborations in research and human resource development, the company represents a relevant context for examining the determinants of employee performance.

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Table 1. KPI Assessment

Indicator	Finance & HR	Research	Programs	Creative	Media	Digital
Attendance rate	21.1 (23.3%)	19.2 (21.3%)	19.7 (22.0%)	18.9 (21.4%)	21.8 (23.5%)	18.7 (21.4%)
Efficiency and Energy Saving	13.7 (15.1%)	13.1 (14.6%)	13.1 (14.6%)	13.1 (14.8%)	13.9 (14.9%)	12.9 (14.8%)
Productivity and Punctuality	23.2 (25.6%)	24.7 (27.5%)	23.7 (26.8%)	23.7 (26.8%)	23.9 (25.8%)	23.4 (26.8%)
Work Output Achievement	19.1 (21.1%)	19.8 (27.5%)	19.3 (21.5%)	19.6 (22.1%)	19.5 (21.1%)	19.3 (22.1%)
Team Task Completion	13.5 (14.9%)	13.1 (14.6%)	14.1 (15.6%)	13.1 (14.8%)	13.7 (14.7%)	12.9 (14.8%)

Source: Internal Data, (2026)

Table 1 presents the 2024 Key Performance Indicators (KPI) of PT Jaringan Cyrus Nusantara across six divisions. Overall, performance falls within the "good" to "very good" range (15–25), yet disparities persist across divisions. The attendance indicator shows variation, with the Media division achieving the highest score (21.8; 23.5%) and the Digital division the lowest (18.7; 21.4%). Efficiency and energy-saving scores range from 12.9 to 13.9, indicating relatively lower performance compared to other indicators. In contrast, productivity and timeliness demonstrate strong results, particularly in the Research division (24.7; 27.5%). However, inconsistencies remain in work achievement across divisions, while team task completion scores (12.9–14.1) are close to the lower threshold of the "good" category, suggesting suboptimal teamwork and coordination. These findings indicate that, although overall performance is relatively good, several aspects particularly efficiency and teamwork remain suboptimal. This condition is likely influenced by factors such as compensation, work discipline, and the work environment. Therefore, examining the impact of these factors on employee performance is essential to identify key determinants and provide strategic recommendations for improving performance at PT Jaringan Cyrus Nusantara.

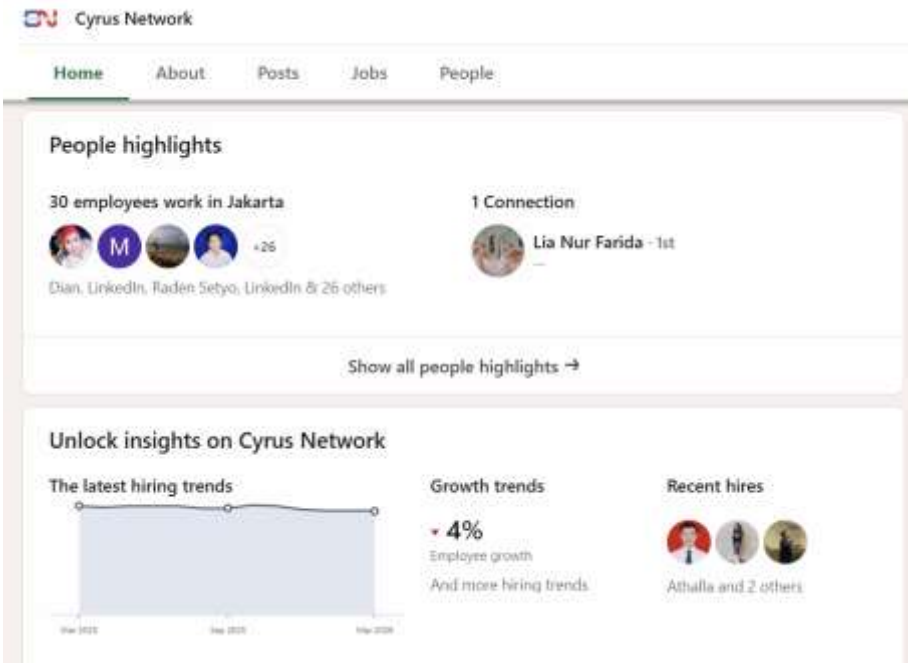


Figure 1. Employee Growth Rate

Source: Internal Data, (2026)

Figure 1 illustrates employee growth at PT Jaringan Cyrus Nusantara based on LinkedIn data (2026), showing a declining trend of 4% alongside relatively stagnant hiring activity. This condition indicates a slowdown in workforce expansion and may signal internal issues that potentially affect employee performance (Paijan et al., 2024). Such a phenomenon is closely related to key human resource factors, including compensation, work discipline, and the work environment. Inadequate compensation may reduce motivation and productivity, low work discipline can lead to operational inefficiencies, and an unconducive work environment may hinder

employee engagement and performance. Therefore, this condition provides an important basis for examining the influence of compensation, work discipline, and work environment on employee performance, aiming to generate empirical evidence and strategic recommendations for improving organizational performance.

Compensation refers to all forms of financial and non-financial rewards received by employees as part of the employment relationship, reflecting their contributions and serving as a key driver of motivation and performance (Nurdianta, 2024) ; (Husain, 2020); (Sugiharjo et al., 2024). From a motivational perspective, individuals work to fulfill their needs by exchanging effort and time for rewards (Firmansyah et al., 2021). However, prior studies report inconsistent findings, where compensation is found to significantly influence employee performance (Herlina, 2020), (Cahya et al., 2021), (Hidayat et al., 2021), while others find no significant effect (Arifin et al., 2023), (Yusuf et al., 2020), (Yusvenda et al., 2023).

Work discipline, defined as employees' willingness to comply with organizational rules and standards, plays a crucial role in ensuring operational effectiveness (Silva et al., 2023); (Asfar & Anggraeni, 2020). Strong discipline reflects responsibility and supports optimal performance, whereas weak discipline leads to inefficiencies (Waruwu & Simanullang, 2022). Nevertheless, empirical evidence remains inconclusive, as some studies confirm a significant effect of work discipline on performance (Pratiwi et al., 2023), (Suciningrum et al., 2021), (Hidayat, 2021), while others report insignificant results (Adinugroho et al., 2021), (Lestari & Afifah, 2020), (Ariyati et al., 2021).

The work environment, including both physical and non-physical aspects, is also considered a key factor influencing employee performance (Putra & Aprianti, 2020); (Muhammad & Hamdani, 2021). A conducive environment enhances productivity and collaboration, whereas a poor environment may hinder performance. However, previous studies also reveal mixed findings, with some identifying a significant relationship (Rahmawati & Samsuri, 2023), (Nurliana, 2024), (Said & Hidayat, 2022) and others reporting no significant effect (Pujianti et al., 2025), (Nafisa & Raharjo, 2024), (Saputra et al., 2023).

These inconsistencies highlight a research gap regarding the determinants of employee performance, particularly in different organizational contexts. Furthermore, limited studies have examined these variables simultaneously within the political consulting industry, which has unique work characteristics, including dynamic fieldwork and flexible work arrangements. This study is also aligned with the Sustainable Development Goals (SDGs), particularly SDG 3 (Good Health and Well-being), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities), emphasizing fair compensation, healthy work environments, and inclusive policies.

Empirically, this research is motivated by issues at PT Jaringan Cyrus Nusantara, particularly employee dissatisfaction with the attendance system among field workers, which is perceived as inflexible and inequitable. This condition may reduce motivation and performance, highlighting the importance of examining compensation, work discipline, and work environment as key determinants of employee performance. Therefore, this study aims to provide empirical evidence and practical recommendations to support more effective and equitable human resource policies.

The conceptual framework illustrates the researcher's logical reasoning in understanding the research problem and defines the direction and focus of the study. It provides a systematic and structured basis for explaining the relationships among variables, enabling readers to clearly comprehend how the study is developed. The conceptual framework of this research is presented as follows:

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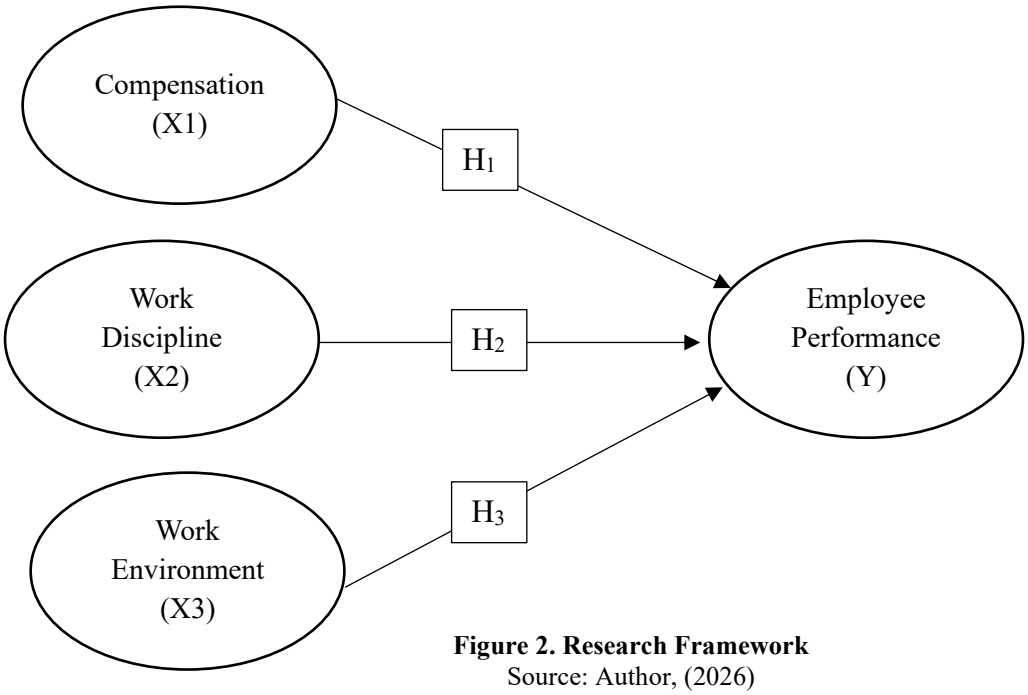


Figure 2. Research Framework
Source: Author, (2026)

H1: Compensation has a positive effect on employee performance at PT Jaringan Cyrus Nusantara.
H2: Work discipline has a positive effect on employee performance at PT Jaringan Cyrus Nusantara.
H3: Work environment has a positive effect on employee performance at PT Jaringan Cyrus Nusantara.

METHOD

This study employs a quantitative research approach based on the positivist paradigm, which is used to examine a specific population or sample through structured instruments and statistical data analysis to test predetermined hypotheses (Sugiyono, 2019). The research design is causal, aiming to identify cause and effect relationships between variables, where independent variables influence the dependent variable (Sugiyono, 2019). Specifically, this study examines the effect of three independent variables compensation, work discipline, and work environment on one dependent variable, namely employee performance at PT Jaringan Cyrus Nusantara.

Operational variables refer to the process of defining variables into measurable dimensions and indicators to ensure they can be empirically tested (Sugiyono, 2019). In this study, each variable is operationalized based on specific dimensions and indicators to facilitate accurate measurement. The operationalization of variables in this research is presented as follows:

Table 2. Measurement Variable

No	Variable	Dimensions	Indicator	Item	Scale
1	Employee Performance Source: (Mangkunegara, 2017)	Working Quantity	Speed	1	Ordinal
			Target	2	Ordinal
		Quality of Work	Neatness	3	Ordinal
			Precision	4	Ordinal
			Compatibility	5	Ordinal
		Cooperation	Cooperation	6	Ordinal
			Compactness	7	Ordinal
		Responsibilities	Work Results	8	Ordinal
			Taking Decisions	9	Ordinal
		Initiatives	Willpower	10	Ordinal
			Independence	11	Ordinal
2	Compensation Source: (Aprinawati et al., 2021)	Direct Financial Compensation	Salary	1	Ordinal
			Bonus	2	Ordinal
			Incentives	3	Ordinal
			Pension	4	Ordinal

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		Indirect Financial Compensation	Office Facilities	5	Ordinal
			Insurance	6	Ordinal
			Recreation	7	Ordinal
3	Work Discipline Source: (Hanura et al., 2021)	Frequency of Attendance	On-time on site	1	Ordinal
			Attendance	2	Ordinal
		Employee Awareness Level	Precision	3	Ordinal
			Calculation	4	Ordinal
		Compliance with Work Standards	Obeying Work Rules and Guidelines	5	Ordinal
			Responsibilities	6	Ordinal
		Obedience to Work Rules	Compliance	7	Ordinal
			Smoothness	8	Ordinal
		Work Ethics	Compatibility in Work	9	Ordinal
			Mutual Respect	10	Ordinal
4	Work Environment Source: (Firdaus & Hidayati, 2023)	Physical Work Environment	An environment that directly connects with employees	1	Ordinal
			Intermediate work environment or general environment	2	Ordinal
		Non-Physical Work Environment	Peer-to-peer relationships	3	Ordinal
			Conditions	4	Ordinal

RESULT

Responden Characteristics

Table 3. Responden Characteristic

Respondent Characteristics Analysis		
By Department		
Categories	Quantity	Percentage
Staff	24	45.28%
Consultant	17	32.08%
Manager	6	11.32%
Director	6	11.32%
Total	53	100.00%
By Age		
Categories	Quantity	Percentage
19-25	4	7.55%
26-30	9	16.98%
31-35	14	26.42%
36-40	11	20.75%
41-45	14	26.42%
Over 45	1	1.89%
Total	53	100.00%
Categories	Quantity	Percentage
High School	16	30.19%
D-III	4	7.55%
S1	29	54.72%
S2	4	7.55%
Total	53	100.00%
Based on Length of Work		
Categories	Quantity	Percentage
Less than 1 Year	2	3.77%
1-3 Years	10	18.87%
4-5 Years	7	13.21%
More than 5 Years	34	64.15%
Total	53	100.00%

Source: Data Primer Processed, (2026)

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Based on the respondents' characteristics, the majority are staff members (24; 45.28%), indicating strong representation from operational-level employees who directly experience organizational practices, followed by consultants (17; 32.08%) and both managers and directors (6; 11.32% each), providing insights from strategic levels. In terms of age, most respondents fall within 31–35 and 41–45 years (14; 26.42% each), reflecting a mature and productive workforce, followed by those aged 36–40 (11; 20.75%), while younger employees aged 26–30 (9; 16.98%) and 19–25 (4; 7.55%) indicate workforce regeneration, with only 1 respondent (1.89%) above 45 years. Regarding education, the majority hold a bachelor's degree (29; 54.72%), followed by high school graduates (16; 30.19%), while diploma and master's degree holders each account for 4 respondents (7.55%), demonstrating a diverse yet relevant educational background. In terms of tenure, most respondents have worked for more than 5 years (34; 64.15%), indicating high loyalty and experience, followed by those with 1–3 years (10; 18.87%) and 4–5 years (7; 13.21%), while only 2 respondents (3.77%) have less than 1 year of experience, suggesting that the majority possess sufficient familiarity with organizational policies to provide reliable responses.

Outer Model

Table 4. Outer Model Analysis

Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Information
X1.1	0.871	0.894	0.915	0.613	Valid and Reliable
X1.2	0.505				
X1.3	0.671				
X1.4	0.89				
X1.5	0.851				
X1.6	0.816				
X1.7	0.801				
X2.1	0.76	0.919	0.933	0.587	Valid and Reliable
X2.2	0.604				
X2.3	0.817				
X2.4	0.905				
X2.5	0.883				
X2.6	0.853				
X2.7	0.86				
X2.8	0.572				
X2.9	0.617				
X2.10	0.694				
X3.1	0.611	0.765	0.842	0.575	Valid and Reliable
X3.2	0.722				
X3.3	0.833				
X3.4	0.848				
Y.1	0.838	0.894	0.911	0.513	Valid and Reliable
Y.11	0.548				
Y.2	0.788				
Y.3	0.844				
Y.4	0.815				
Y.5	0.616				
Y.6	0.72				
Y.7	0.643				
Y.8	0.638				
Y.9	0.622				
Y.10	0.569				

Source: Output SmartPLS, (2026)

The measurement model evaluation indicates that all constructs meet the criteria for validity and reliability. The outer loading values generally exceed the acceptable threshold of 0.50, with most indicators showing strong

loadings above 0.70, confirming adequate convergent validity. Although a few indicators (e.g., X1.2 = 0.505; X2.8 = 0.572; Y.11 = 0.548) fall near the minimum threshold, they remain acceptable for exploratory research.

In terms of reliability, all variables demonstrate high internal consistency, as reflected by Cronbach's Alpha values above 0.70, namely compensation (0.894), work discipline (0.919), work environment (0.765), and employee performance (0.894). Similarly, composite reliability values for all constructs exceed 0.70 (ranging from 0.842 to 0.933), indicating strong construct reliability.

Furthermore, the Average Variance Extracted (AVE) values for all variables are above the recommended threshold of 0.50 (ranging from 0.513 to 0.613), confirming that each construct explains more than half of the variance of its indicators. Overall, these results suggest that the measurement model is both valid and reliable, and thus suitable for further structural model analysis.

Inner Model

Table 5. Inner Model Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
X1 -> Y	0.050	0.057	0.067	0.747	0.456	Rejected
X2 -> Y	0.316	0.288	0.139	2.269	0.024	Supported
X3 -> Y	0.592	0.627	0.149	3.982	0.000	Supported
R-Square	0.811					Strong

Source: Output SmartPLS, (2026)

The structural model results indicate that employee performance is strongly explained by the independent variables, with an R-square value of 0.811, suggesting that 81.1% of the variance in employee performance is explained by compensation, work discipline, and work environment.

Hypothesis testing shows that compensation does not have a significant effect on employee performance (β = 0.050, t = 0.747, p = 0.456), leading to the rejection of H1. In contrast, work discipline has a positive and significant effect on employee performance (β = 0.316, t = 2.269, p = 0.024), supporting H2. Similarly, the work environment demonstrates the strongest positive and significant influence on employee performance (β = 0.592, t = 3.982, p = 0.000), supporting H3. These findings indicate that while compensation does not significantly drive employee performance in this context, work discipline and especially the work environment play a crucial role in enhancing employee performance.

DISCUSSION

The findings indicate that compensation does not have a significant effect on employee performance. This suggests that although the company provides compensation in accordance with its policies, it does not directly influence employees' performance levels (Sugiharjo et al., 2024). Employees may perceive compensation as a standard or expected component of their employment, thus reducing its motivational impact. Instead, employee performance appears to be more strongly influenced by other factors such as the work environment, leadership, career development opportunities, and workload. This result implies that organizations cannot rely solely on compensation as a mechanism to enhance performance, but must also consider other relevant factors aligned with employees' needs and expectations. These findings are consistent with prior studies that report no significant relationship between compensation and employee performance (Arifin et al., 2023), (Yusuf et al., 2020), (Yusvenda et al., 2023).

The results show that work discipline has a positive and significant effect on employee performance. This indicates that higher levels of discipline lead to better performance outcomes. Employees with strong discipline tend to complete tasks on time, comply with organizational rules, and demonstrate greater responsibility in their work (Pasapan et al., 2024). Such behavior contributes to improved productivity, efficiency, and quality of work. Moreover, work discipline reflects employees' commitment and work ethic, enabling organizations to achieve their goals more effectively. Therefore, companies should continuously foster a culture of discipline through effective supervision, leadership role modeling, and the consistent implementation of reward and punishment systems. These findings are supported by previous studies that confirm the significant effect of work discipline on employee performance (Pratiwi et al., 2023), (Suciningrum et al., 2021), (Hidayat, 2021).

The findings indicate that the work environment has a positive and significant effect on employee performance. This suggests that a more conducive and supportive work environment leads to higher levels of employee performance. A comfortable, safe, and well-managed environment both physically and non-physically enhances employees' motivation and engagement in completing their tasks. Factors such as lighting, ventilation, cleanliness, supporting facilities, as well as harmonious relationships with colleagues and supervisors contribute to a productive work atmosphere. A positive work environment also helps reduce stress and fatigue, enabling employees to work more efficiently and effectively. Conversely, a poor work environment may lead to dissatisfaction, conflict, and decreased motivation and performance. These findings highlight the importance of managing the work environment holistically, including physical, social, and psychological aspects such as organizational culture and communication. By fostering a supportive work environment, organizations can improve employee performance while also enhancing retention and overall organizational effectiveness. These results are consistent with previous studies that confirm the significant effect of the work environment on employee performance (Rahmawati & Samsuri, 2023), (Nurliana, 2024), (Said & Hidayat, 2022).

CONCLUSION

Based on the findings, this study concludes that compensation does not have a significant effect on employee performance, indicating that existing compensation policies do not directly influence performance outcomes. In contrast, work discipline and the work environment are found to have positive and significant effects, suggesting that higher levels of discipline and a more conducive work environment lead to improved employee performance. Therefore, management of PT Jaringan Cyrus Nusantara should strengthen work discipline through clear regulations, consistent monitoring, regular evaluation, and the implementation of fair reward and punishment systems. At the same time, the company should foster a supportive work environment by promoting effective communication, mutual respect, teamwork, and ensuring adequate physical facilities to enhance employee productivity and well-being. For future research, it is recommended to include additional variables such as work motivation, leadership style, workload, job satisfaction, and organizational commitment, as well as to apply mixed-method or qualitative approaches and expand the research across different industries to improve generalizability and provide broader insights.

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