

Compensation Analysis and Leadership Style on Employee Performance and Discipline of PT PLN (Persero)

M. Chaerul Rizky

Management, Panca Budi Development University, Indonesia

DOI: <https://doi.org/10.52403/ijrr.20221046>

ABSTRACT

This study aims to analyze the effect of compensation and leadership style on employee performance and discipline. The research was conducted at PT PLN (Persero) Riau Region and Riau Islands Main Unit. This type of research is descriptive quantitative. The number of samples studied in this study was 54 respondents. Data analysis was carried out through PLS-SEM using the SmartPLS program. The results showed the influence of compensation had a positive and significant effect on employee performance. Compensation has a positive and significant effect on discipline. Leadership style has a positive and significant effect on employee performance. Leadership style has a positive and significant effect on discipline. Employee performance has a positive and significant effect on discipline. The results of indirect influence show that compensation does not have a positive and significant effect on employee performance and discipline. Leadership style has a positive but insignificant effect on employee performance and discipline.

Keywords: *Compensation, Leadership Style, Employee Performance, Discipline*

INTRODUCTION

Currently, human resources cannot be underestimated in a company. Because human resources are one of the elements that are very important for the life of a company, where the back and forth of a company, one of the factors can be determined by the human resources owned. By having skilled human resources and

being able to compete with the human resources of competing companies, it can be one of the determinants of the progress of a company. According to, the quality of the organization depends on the quality of the people who are in it. In managing human resources in a company. (Stephen, 2010) professional management units are needed that can recognize every labor problem and can solve every problem. This is very necessary so that the relationship between the company and the workforce can be well established for the progress of a company. Companies are also faced with great challenges to win the competition, so accurate tactics and strategies are needed. In the selection of tactics and strategies, companies not only need an analysis of changes in the external environment such as demographics, socio-cultural, political, technological and competition, but also need to analyze the company's internal factors. The internal factors in question are the strengths and weaknesses of the company in an effort to support and achieve the targets set. Internal factors will cause the worsening of the company's condition due to differences in attitudes, feelings, thoughts and characteristics of each employee (Ardana, 2012).

Employees are company assets that must be developed towards better changes according to the demands of technology and a market that continues to move rapidly. This is intended so that the company has employees who can keep up with the times by gaining

knowledge about renewable technology and knowing the changing state of the market. Everything can be done well if the employees can behave and act according to the provisions that have been determined in order to achieve the company's goals. If the human resources in a company are considered not qualified, it is certain that the company will experience a decrease in performance. Therefore (Edison, 2016), in developing human resources, it must be planned and sustainable, because this is an absolute need, especially for the future of the company. Management is required to develop new ways of retaining employees at high productivity and developing their potential in order to make the maximum contribution to the organization. So, it can be said that the success of a company cannot be separated from how well the human resources in the company are performing. Employee performance can be interpreted as the result of the work that the employee achieves in completing the tasks and responsibilities assigned to him in a certain period, good performance is optimal performance, that is, performance that is in accordance with company standards and supports the achievement of goals of the company (Noor, 2013).

Apart from performance, work discipline must also need to be applied by employees, this can be seen from the increase or decrease in work discipline of each employee, work discipline is an important problem for the company in achieving its goals. Work discipline is a concept in the workplace or management to demand that employees apply regularly. Discipline is a condition that causes or encourages employees to do and carry out all activities in accordance with established rules. According to (Farida & Hartono, 2016) good discipline reflects the magnitude of a person's sense of responsibility to the tasks assigned to him. According to (Sutrisno, 2016) discipline shows a condition or attitude of respect that exists in the employee towards the regulations and

provisions of the agency. Discipline is needed both the individual concerned and the agency, because discipline really helps the individual to straighten out what can and cannot be done in an office. Discipline indicates a condition or attitude of respect that exists in employees to the rules and regulations of the company.

The problems and complaints commonly experienced by employees are related to conflicts between superiors and subordinates, and the reasons are quite diverse, ranging from subordinates who do not provide satisfactory performance, bosses who fail to provide feedback in the right way, or misunderstandings when communicating; conflicts between fellow employees; poor internal communication of the company; and employee dissatisfaction with the company, one of which is by the provision of inappropriate compensation. The problem of employee dissatisfaction with the company in the form of improper compensation is an important problem because it concerns the well-being of life of an employee. So, inappropriate leadership style and compensation cause employee performance and discipline to be less than optimal due to employee dissatisfaction with the company. Therefore, success in a company depends on the performance of the human resources in the company and one of the factors that affect the performance and discipline of employees is the leadership style that a leader applies and the welfare of employees through the provision of decent compensation. A company can take it in several ways such as providing compensation in accordance with its performance in the company, the right leadership style in leading its subordinates, and the attitude of work discipline necessary to achieve company goals. Through this, it is hoped that employees can behave in accordance with the human resource management planning that has been made previously by the company in order to achieve common goals. In the current era of globalization, consumers' services and

demands for needs are increasing and inevitable. Problems like this must be quickly sought as a way out by being professionalism towards the work carried out by each employee.

According to (Hasibuan, 2017) kompensasi is all income in the form of money, direct or indirect goods that the employee receives in exchange for services provided to the company. The provision of compensation can also reflect the status, position or position, and also the period of service of an employee of the company. Broadly speaking, compensation is a repayment by the company to employees for contributing and assisting the company in achieving its goals. The provision of compensation in accordance with the results of work, can make employees work effectively and efficiently. It also requires employees to be focused and consistent in their work. Another definition of compensation is all the rewards received by employees after carrying out their duties and responsibilities aimed at advancing the company's business as a whole. Meanwhile, leadership is the ability to convince and move others to be willing to work together under their leadership as a team to achieve a certain goal. According to (Wijono, 2018) kepemimpinan is an effort to realize the goals of the organization by combining the needs of its followers to continue to grow in accordance with the goals of the organization. From the definition above, it can be stated that leadership is an effort of a leader to be able to realize individual goals or organizational goals. Therefore, the leader is expected to influence, support, and provide motivation so that his followers are willing to carry it out enthusiastically in achieving the desired goals both individually and organizationally. It can be concluded that leadership is a person's ability to guide, influence, move, direct, and provide exemplary examples of the behavior of others in his work by using power.

The phenomenon of not optimal employee performance and work discipline occurs at

PT PLN (Persero). From the results of interviews conducted by researchers, there is a falsification of compensation and leadership style that must be evaluated so as not to interfere with the future of the company.

I. INGREDIENTS AND METHODS

Study Design: The research approach used in this study is quantitative descriptive research. According to quantitative research methods, it is a survey method used to obtain data from certain natural places, but researchers carry out treatment in data collection, for example by circulating questionnaires, tests, structured interviews and so on (Sugiyono, 2019).

Research Location: This research was conducted at PT PLN (Persero) Riau Region and Riau Islands Main Unit.

Study Duration: This study was conducted from August to October 2022.

Sample size: 54 Samples.

Sample size calculation: The sample constitutes a portion of the population whose characteristics will be investigated and is considered to be representative of the entire population or a number less than the population. The population in this study was all permanent employees of PT PLN (Persero) Pekanbaru Area which amounted to 214 respondents. If the number of respondents is less than 100 respondents, the sample is taken all so that the study is a population study, while if the number of respondents is more than 100 participants, then the sampling is 10%-15% or 20%-25% or more (Arikunto, 2013). Some of the reasons for sampling are as follows: (Sugiyono, 2019):

- a) The ability of researchers is seen from time, effort and cost.
- b) Wilayah observations of each subject, as this concerns a lot of data at least.

- c) It is easier to disseminate questionnaires because the number has already been determined.

Based on this opinion, the sampling of this study was 25% of the existing population, namely $214 \times 25\% = 53.5$ respondents in 54 respondents.

Sampling Technique: According to the sampling technique is a sampling technique. So, a good study must pay attention to and use a technique in establishing the sample to be taken as the subject of the study. In this study, it used (Sugiyono, 2019) *a simple random sampling* technique from a population of 214 respondents but the sample was 54 respondents.

Data Collection Techniques: Researchers collect data by several methods in order to obtain data and information that is related and relevant to the problem to be studied. The research methods used are:

- a) Interview. Interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find the problem that must be studied. Interviews were conducted by (Sugiyono, 2019) employees of PT PLN (Persero) Riau And Riau Islands Regional Main Unit to provide information and information needed by this study.
- b) Documentation studies. Documentation studies are a way of collecting data by collecting and studying data obtained from books, journals, and information from the internet related to this research. This documentation process is carried out by researchers to collect data and information about PT PLN (Persero) Riau Region And Riau Islands Main Unit.
- c) Questionnaire. Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent for him to answer. The scale used in this study is the Likert scale. The Likert scale is used

to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. With the Likert scale, the variables to be measured are described into variable indicators. Then the indicator is used as a starting point for compiling instrument items that can be in the form of questions or statements (Sugiyono, 2019).

Data Analysis Methods

1. Descriptive Statistical Analysis

Descriptive statistical analysis gives an overview or description of each variable seen from the average value (*mean*), standard deviation, maximum and minimum. The descriptive analysis used in this study is as follows: (Ghozali, 2013).

- a) Mean, Min and Max. Mean is the average value of a data. Min and Max are the minimum and maximum values of a record.
- b) Frequency Table. Used to organize raw data into a concise form, without compromising the information conveyed. The frequency table can describe the number or proportion of samples on certain characteristics. In the study, the processed data was tabulated in the frequency table by looking at the proportions and characters of the data.
- c) Standard Deviation. Standard Deviation is a measure of deviation (deviation) of data from the mean or average of data.

2. PLS (Partial Least Squares) Analysis

According (Abdillah & Jogiyanto, 2015) to *the analysis Partial least square* is a variant-based structural equation (SEM) analysis that can simultaneously perform measurement model testing as well as structural model testing. The advantages of PLS are as follows:

- a) Able to model many dependent and independent variables.
- b) Able to manage multicollinearity problems between independent variables.

- c) Results remain robust despite abnormal and missing data.
- d) Generates independent latent variables directly based on *cross products* involving independent latent variables as a predictive force.
- e) Can be used on both reflective and formative constructs.
- f) Can be used on small samples.
- g) Does not require normally distributed data.
- h) Can be used on data with different scale types, namely Nominal.

In processing this research data, the PLS (*Partial Least Squares*) statistical tool software was used, namely Smart PLS version 3.2. Model evaluation in PLS-SEM using Smart PLS 3.2 can be done by assessing the results of model measurements (*outer model*) namely through confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs, then continued with structural model evaluation and significance testing to test the influence between variable constructs. To analyze this study used several tests in the PLS, namely: an evaluation (Ghozali, 2013) of the *outer model* is carried out to assess validity and reliability. It consists of convergent validity tests, discriminant validity tests and reliability tests using two methods, namely: (Ghozali, 2013) *Cronbach's alpha* and *composite reliability* (Abdillah & Jogiyanto, 2015).

Path Diagram

The formation of a path diagram in the SEM process is a visualization of the conceptual framework of the research so that it is easier to understand and learn. In addition, this path diagram will be tested through the goodness of fit to see the conformity of the model to the existing reality. The formation of a path diagram should pay attention to the constructs of exogenous or endogenous variables with the manifest variables of each of those latent variables. The submission of a model of structural equations of research

based on the conceptual framework under study is (Sugiyono, 2013), as follows:

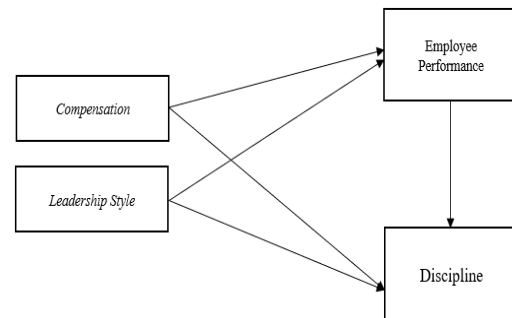


Figure 1. Research Path Diagram Model

$$Y_1 = \rho_1 X_1 + \rho_2 X_2 + e$$

$$Y_2 = \rho_3 X_1 + \rho_4 X_2 + e$$

Description:

X_1 = Compensation

X_2 = Leadership Style

Y_1 = Employee Performance

Y_2 = Discipline

ρ = Path Regression coefficient

e = Error Term

In the path diagram, the magnitude of the influence of exogenous variables on endogenous is symbolized by gamma (γ) and the influence of endogenous variables is symbolized by beta (β). The degree of influence of factors outside the research model (*error*).

3. Structural Model

The structural model of the study is formed with a reference to the conceptual framework that has been converted in the form of a path diagram. If the pattern of relationships between endogenous and exogenous latent variables has been clearly seen, and the construct relationship of each latent variable is clear, then the structural equation model and the measurement equation model can be formulated. The structural equation model explains the relationship between endogenous latent variables and exogenous latent variables. In PLS, the model structural equation model is used in evaluating (Sugiyono, 2013) the *inner model*. The measurement equation

model is a model that explains the relationship between a manifest construct and a latent construct. In PLS, the measurement equation model is used in evaluating *the outer model*.

First Order Construct

The measurement model on *the first order* is a variable with a single indicator, that is, the value of the factor for each of the latent constructs. Model analysis in looking at the relationship between latent variables is based on *the first order construct*.

Measurement Model (Outer Model)

A research model cannot be tested in a model predicting relational and causal relationships if it has not passed the purification stage in the measurement model. Measurement models are used to test the validity of constructs and the reliability of instruments. Validity tests are carried out to determine the ability of research instruments to measure what should be measured. Reliability tests are used to measure the consistency of measuring instruments in measuring a concept or can also be used to measure the consistency of respondents in answering question items in questionnaires or research instruments. For the construct validity test, two methods are used, namely *convergent validity* and *discriminant validity*. (Abdillah & Jogiyanto, 2015), while for reliability tests, two methods are used, namely *Cronbach's Alpha* and *Composite Reliability*.

Cronbach's Alpha measures the lower limit of a construct's reliability value while *composite reliability* measures the actual reliability value of a construct. However, *composite reliability* is better at estimating the internal consistency of a construct. An internal consistency test is not absolute to do if the validity of the construct has been met, because a valid construct is a reliable construct, on the contrary a reliable construct is certainly valid.

Structural Model (Inner Model)

The structural model in PLS is evaluated using R^2 for the dependent construct, the value of *the path coefficient* (β) or *the t-values of each path* for the interstruction significance test in the structural model. The value of R^2 is used to measure the degree of variation of an independent variable's change to the dependent variable. The higher the value of R^2 means the better the predictive model of the proposed research model. But R^2 is not an absolute parameter in measuring the accuracy of a prediction model because the basis of the theoretical relationship is the most important parameter for explaining the causality relationship. The value of *the path coefficient* (β) or *inner model* indicates the degree of significance in hypothesis testing. The score of *the path coefficient* (β) or *inner model* indicated by the T-statistic value, should be above 1.96 for the two-tailed hypothesis and above 1.64 for the *one-tailed* hypothesis for hypothesis testing at 5 percent *alpha*.

II. RESULT

1. Descriptive Statistical Analysis

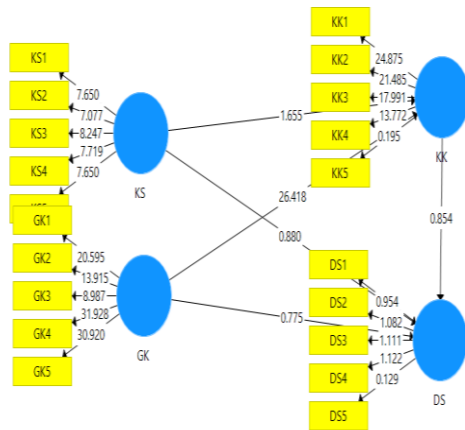
Table 1. Descriptive Statistical Analysis Test Results

	No.	Missing	Mean	Median	Min	Max	Standard Deviation
KS1	1	0	3.426	3.000	2.000	5.000	1.148
KS2	2	0	3.611	4.000	1.000	5.000	1.253
KS3	3	0	3.593	4.000	2.000	5.000	1.063
KS4	4	0	3.593	4.000	2.000	5.000	0.972
KS5	5	0	3.426	3.000	2.000	5.000	1.148
GK1	6	0	3.630	4.000	2.000	5.000	1.005
GK2	7	0	3.407	4.000	2.000	5.000	1.046
GK3	8	0	3.667	4.000	2.000	5.000	1.122
GK4	9	0	3.759	4.000	2.000	5.000	1.137
GK5	10	0	3.722	4.000	2.000	5.000	1.096
KK1	11	0	3.704	4.000	2.000	5.000	1.099
KK2	12	0	3.630	4.000	2.000	5.000	1.005
KK3	13	0	3.463	3.000	2.000	5.000	1.049
KK4	14	0	3.407	4.000	2.000	5.000	1.046
KK5	15	0	4.111	4.000	2.000	5.000	0.786
DS1	16	0	4.389	5.000	2.000	5.000	0.848
DS2	17	0	3.556	4.000	2.000	5.000	1.012
DS3	18	0	3.833	4.000	2.000	5.000	1.032
DS4	19	0	3.630	4.000	2.000	5.000	0.968
DS5	20	0	3.741	4.000	1.000	5.000	1.142

Source: PLS Output, (2022)

The results of the mean, media, min, max and standard deviation of each questionnaire of variables, namely compensation (KS), leadership style (GK), employee performance (KK) and discipline (DS), can be seen in Table 1.

2. PLS (Partial Least Squares) Analysis



Source: PLS Output, (2022)
Figure 2. First Model Framework

Based on Figure 2, it shows the analysis of *first orders* performed on each research variable. This is done to see the suitability of each indicator pada each dimension which is a reference for the decrease in research indicators. If the indicators of each dimension are reliable and accurately measure each dimension, then the researcher can more

4. Direct Effect Test

Table 3. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KS -> KK	0.922	0.521	0.374	1.655	0.000
KS -> DS	0.919	0.411	0.363	0.880	0.001
GK -> KK	0.989	0.984	0.037	26.418	0.000
GK -> DS	0.735	0.887	0.948	0.775	0.001
KK -> DS	0.948	0.858	1.110	0.854	0.003

Source: PLS Output Results, (2022)

Based on the results in Table 3, results can be obtained, as follows:
The effect of compensation on employee performance, explaining that the influence between compensation on employee performance (P-Values = 0.000 < 0.05) then H_0 in the rejection of H_1 is accepted, meaning that there is a positive and

accurately predict the relationships between the variables that occur.

3. Structural Model

Table 2. Loading Factor Test Results

	Ks	GK	KK	Ds
KS1	0.944			
KS2	0.758			
KS3	0.850			
KS4	0.878			
KS5	0.944			
GK1		0.843		
GK2		0.789		
GK3		0.741		
GK4		0.895		
GK5		0.879		
KK1			0.871	
KK2			0.853	
KK3			0.831	
KK4			0.834	
KK5			0.039	
DS1				0.476
DS2				0.609
DS3				0.733
DS4				0.733
DS5				0.038

Source: PLS Output, (2022)

Based on Table 2, it is known that each of the indicators of many research variables has an *outer loading* value of > 0.5. *N outer loading* values between 0.5 – 0.6 are considered sufficient to qualify convergent *validity*. The data shows the indicators are declared worthy or valid for research use and can be used for further analysis.

significant influence between compensation on employee performance. The effect of compensation on discipline, explains that the influence between compensation on discipline and (P-Values = 0.001 < 0.05) then H_0 in the reject H_1 is accepted, meaning that there is a positive

and significant influence between compensation on discipline.

The influence of leadership style on employee performance, explaining that the influence between leadership styles on employee performance (P-Values = 0.000 < 0.05) then H_0 in the rejection of H_1 is accepted, meaning that there is a positive and significant influence between leadership styles on employee performance. The influence of leadership style on discipline, explaining that the influence between leadership style on discipline and

(P-Values = 0.001 < 0.05) then H_0 in reject H_1 is accepted, meaning that there is a positive and significant influence between leadership style and discipline.

The effect of employee performance on discipline, explaining that the influence between employee performance on discipline and (P-Values = 0.003 < 0.05) then H_0 in the rejection of H_1 is accepted, meaning that there is a positive and significant influence between employee performance on discipline.

5. Indirect Effect

Table 4. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KS -> KK -> DS	-0.116	-0.027	0.147	0.787	0.431
GK -> KK -> DS	0.937	0.347	1.095	0.855	0.393

Source: PLS Output Results, (2022)

Based on Table 4, it shows empirical evidence that compensation to employee performance and discipline, with the value of the coefficient of indirect influence is -0.116 with the value of P-Values = 0.431 > 0.05 then compensation indirectly does not have a positive and significant effect on employee performance and discipline. Leadership Style towards employee performance and discipline, with the value of the coefficient of indirect influence is 0.937 with the value of P-Values = 0.393 > 0.05 then leadership style indirectly affects positively but not significantly affects employee performance and discipline.

III. DISCUSSION

1. The Effect of Compensation on Employee Performance

Based on the results of the direct influence test, it is known that compensation has a positive and significant effect on employee performance, where the value of the path coefficient of compensation is 0.922 and the significance is 0.000 < 0.05, which means that research shows that compensation has a positive and significant influence on employee performance. Thus, the first hypothesis was accepted.

2. The Effect of Compensation on Discipline

Based on the results of the direct influence test, it is known that compensation has a positive and significant effect on discipline, where the value of the path coefficient of compensation is 0.919 and the significance is 0.001 < 0.05, which means that hasil research shows that compensation has a positive and significant influence on discipline. Thus, the second hypothesis is accepted.

3. The Influence of Leadership Style on Employee Performance

Based on the results of the direct influence test, it is known that leadership style has a positive and significant effect on employee performance, where the value of the path coefficient of the leadership style is 0.989 and the significance is 0.000 < 0.05, which means that research shows that leadership styles have a positive and significant influence on employee performance. Thus, the third hypothesis is accepted.

4. The Influence of Leadership Style on Discipline

Based on the results of the direct influence test, it is known that the leadership style has a positive and significant effect on discipline, where the value of the path coefficient of compensation is 0.735 and its significance $0.001 < 0.05$, which means that hasil research shows that leadership style has a positive and significant influence on disciplinary performance. Thus, the fourth hypothesis is accepted.

5. The Effect of Employee Performance on Discipline

Based on the results of the direct influence test, it is known that employee performance has a positive and significant effect on discipline, where the value of the path coefficient of the employee's work is 0.948 and the significance is $0.003 < 0.05$, which means that hasil research shows that the work of employees has a positive and significant influence on discipline. Thus, the fifth hypothesis is accepted.

6. The Effect of Compensation on Employee Performance and Discipline

Based on the results of the indirect influence test, it is known that compensation does not have a positive and significant effect on employee performance and discipline, where the value of the path coefficient of compensation is -0.116 and the significance is $0.431 > 0.05$, which means that hasil research shows that compensation does not have a positive and significant influence on employee performance and discipline. Thus, the sixth hypothesis was rejected.

7. The Influence of Leadership Style on Employee Performance and Discipline

Based on the test results, it is not known that the direct influence of leadership style has a positive but significant effect on employee performance and discipline, where the value of the path coefficient of the leadership style is 0.937 and the significance is $0.393 > 0.05$, which means

that the research assessor shows that leadership style has a positive but insignificant influence on employee performance and discipline. Thus, the seventh hypothesis was rejected.

IV. CONCLUSION

1. Many employees do not know the benefits of providing compensation, employees only think that employees are indeed entitled to get it, this is what makes the compensation system in the company not run effectively because employees cannot feel the impact received from providing compensation.
2. Leadership Style influenced this research. Therefore, the leader should pay special attention to the employee and be more responsible for the work and position he is carrying. Successful employee performance and discipline are one of the elements in improving the company. It is hoped that with the achievement of a good leadership style, the performance and leadership style will be better. In this case, it is better that the leadership style used is a democratic or transformational leadership style.
3. To improve the performance of employees, the company is expected to monitor the achievement of the quality and quantity of work of each employee. Furthermore, it is hoped that employees will be able to complete and maximize work time. Another thing that is considered important in improving employee performance is the effectiveness of the use of organizational resources and the independence of employees in completing their tasks and responsibilities. I hope that employees can provide good performance and this can have a positive impact on the sustainability of the company.
4. PT PLN (Persero) is even better at enforcing discipline to all company employees, both superiors and

subordinates fairly. With good work discipline in the company, it can improve employee performance in carrying out the duties and responsibilities given by the company.

Acknowledgement: None

Conflict of Interest: None

Source of Funding: None

REFERENCE

1. Abdillah, W., & Jogiyanto. (2015). Partial Least Square (PLS) Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis. Edisi 1. ANDI.
2. Ardana. (2012). Manajemen Sumber Daya Manusia. Graha Ilmu.
3. Arikunto, S. (2013). Prosedur Penelitian Suatu Pendekatan Praktik. Edisi Revisi : PT Rineka Cipta.
4. Edison, E. et. al. (2016). Manajemen Sumber Daya Manusia. Alfabeta.
5. Farida, U., & Hartono, S. (2016). Manajemen Sumber Daya Manusia II. Pusat Penerbitan Fakultas Ekonomi. Universitas Muhammadiyah Ponorogo.

6. Ghozali, I. (2013). Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi. Badan Penerbit Universitas Diponegoro.
7. Hasibuan, M. (2017). Manajemen Sumber Daya Manusia, Edisi Revisi. Bumi Aksara.
8. Noor, A. (2013). Manajemen Event. Alfabeta.
9. Stephen, R. P. (2010). Perilaku Organisasi, Jilid 1 & 2 (H. Pujaatmaka, Ed.). Indeks Kelompok Gramedia.
10. Sugiyono. (2013). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Alfabeta.
11. Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D: Vol. Volume 53. CV Alfabeta.
12. Sutrisno, E. (2016). Manajemen Sumber Daya Manusia. Cetakan ke-8. Prenada Media Group.
13. Wijono, S. (2018). Kepemimpinan Dalam Prespektif Organisasi. Prenada Media Group.

How to cite this article: M. Chaerul Rizky. Compensation analysis and leadership style on employee performance and discipline of PT PLN (Persero). *International Journal of Research and Review*. 2022; 9(10): 405-414. DOI: <https://doi.org/10.52403/ijrr.20221046>
