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Analysis of the Effect of Employee Welfare Levels and Punishments on Employee Performance with Work Discipline as Intervening Variables in Staff of RM. Djoelham Binjai Hospital

Rosmery FA. Purba[1], Muhammad Isa Indrawan[2]
Universitas Pembangunan Panca Budi
Email: isaindrawan@dosen.pancabudi.ac.id

Abstract

This study aims to analyze the effect of the level of employee welfare and punishment on employee performance with work discipline as an intervening variable. The location of the research was carried out at Rm Djoelham Binjai Hospital. The population in this study was 630 employees. Sampling using the Slovin formula was 245 employees for this study to collect respondent data by distributing questionnaires and surveys. The research model used was path analysis and measuring instruments from the study. This uses Sam PLS 3.3.3. The result of this study is that Work Discipline has no significant positive effect on Employee Performance. Punishment has a positive and significant effect on work discipline. Punishment has a positive and significant effect on employee performance. The level of Welfare has a positive and significant effect on Work Discipline. The level of Welfare has a positive and significant effect on Employee Performance. Punishment has a positive and insignificant effect on Employee Performance. Welfare Level influences Employee Performance through Work Discipline.

Keywords: Welfare Level, Punishment, Work Discipline, Employee Performance.

INTRODUCTION

Human resources have a very important position for an organization because humans play an important role in an activity that occurs in everyday life, especially in the work environment. Humans were created by God as the most perfect living creatures because they have reason among other living things. Without humans, the company cannot carry out its activities, meaning that humans are needed. In this era of globalization, human resources are used as the foundation for companies to achieve success. Human resources is the main role in a company. The function of human resources (HR) is to take initiative and to provide guidance, support and services on various matters relating to employees in the organization, (Mukminin, et al, 2019). The hospital is a service organization that is unique in terms of human resources, facilities and infrastructure. Hospitals are capital-intensive organizations, human resource-intensive, technology-intensive and knowledge-intensive as well as regulatory-intensive. Capital intensive because hospitals require high investment to meet existing requirements. Intensive human resources because in the hospital there must be a variety of professions and a large number of employees. Intensive technology and science because in the hospital there are sophisticated and expensive equipment and the needs of various scientific disciplines are developing rapidly. It is full of regulations because there are many regulations or binding regulations regarding the terms of implementing services in hospitals.

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Welfare of employees is a strategy that can increase the participation of workers in business organizations to increase security for their workforce. In addition to retaining employees so they don't move to other companies, and to increase the motivation and morale of employees. Welfare is very meaningful for workers to meet their needs and those of their families. Currently there are many employee welfare programs such as Benefits, Workload and clear compensation, Health Insurance, Career Planning, Loans, work comfort and safety, Old Age Planning. Welfare refers to a state of well-being, a human condition in which people are in a state of prosperity, in health and peace, but in social policy, Social welfare refers to the range of services to meet community needs. This is the term used in the idea of a welfare state. Discipline is the sixth operative function and human resource management which is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Discipline is very important for organizational growth, especially for motivating employees to be able to discipline themselves in carrying out work both individually and in groups. Besides that, discipline is useful in educating employees to comply with existing regulations, procedures and policies, so that they can produce good performance.

Action functions include creating order, enforcing regulations and legal certainty, fostering employees so that they can behave effectively, efficiently and professionally, upholding integrity, honor and identity as employees. Employee performance is work performance, namely the comparison between work results that can be seen in real terms with work standards that have been set by the organization. Quality performance will be realized if an organization is able to select prospective employees who have the motivation in accordance with their work and have qualities that enable them to work optimally. Performance is basically what employees do or cannot do. The performance of an employee will be good if the employee has quality expertise, willingness to work, there is a decent wage or reward and have hope for the future. The phenomenon that occurs at the Djoelham Binjai hospital is that there are still many employees who do not feel prosperous because there is still a lack of benefits given for their work, the performance that has been given is not comparable to benefits for welfare, there are no benefits, instead the hospital gives punishments that are not balanced with employee income the hospital, for example, if you are late, your salary will be deducted from the number of minutes you are late. If the equipment is damaged or lost, it will be the responsibility of the employee, in this case, the employee's welfare is not good and punishment for discipline is the reason the hospital makes pressure on employees.

LITERATURE REVIEW

Employee welfare

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According to Panggabean (2004) employee welfare, which is also known as benefits, includes all types of awards in the form of money that are not paid directly to employees. Meanwhile, according to Hasibuan (2005) that employee welfare is complementary remuneration (material and non-material) given based on wisdom. The aim is to maintain and improve the physical and mental condition of employees so that their work productivity increases. Based on the definitions put forward by several experts above, it can be concluded that in general employee welfare programs are all kinds of payments in the form of money (facilities and benefits) that are not directly given to employees. These facilities and benefits can be used to attract and retain employees who quality.

Employee Welfare Indicators

According to Hasibuan (2006) indicators of employee welfare programs include the following:

1. Economic Welfare Program:
   a. Pensions that agencies provide a certain amount of money periodically to employees who have stopped working after they have worked for a long time or after reaching a certain age limit.
   b. Provision of allowances
   c. Health care (medical money)
2. Facilities welfare program:
   a. Social activities. Social activities can be carried out, for example by going on excursions together or forming special groups such as drama, music, and so on.
   b. Provision of facilities. For example, the canteen is intended to make it easier for employees who want to eat or don't have time to go home. It is hoped that by providing this cafeteria, the company can improve the nutrition served.
   c. Purchase facilities Here, companies usually provide cooperatives, where employees can buy various goods, both goods in the form of groceries or other goods. And the goods produced by the company are sold at a lower price.
   d. Medical facility. Health facilities can be in the form of a polyclinic complete with doctors and nurses.
   e. Other service programs. Organizations provide transportation facilities, office facilities, room facilities, and even the provision of vehicle parking spaces.
3. Service welfare program:
   a. Credit provision, the provision of credit needed by employees can be organized by management, it can also be done by the employees themselves by establishing savings and loan associations or cooperatives.

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b. Insurance, this program is in the form of accident insurance. Here, agencies can usually cooperate with insurance companies to cover the insurance for their employees.

Punishment

According to Ngalim (2013) explains that punishment is suffering given or caused intentionally by someone (parents, teachers, and so on) after a violation, crime or mistake has occurred. According to Mangkunegara (2000) explains that Punishment/sanctions are threats of punishment that aim to improve the performance of violating employees, maintain applicable regulations and teach lessons to violators.

Punishment Indicator

According to Ngalim (2013), indicators of phuniism are:

1. Preventive Punishment Punishment is intended to prevent violations from occurring so that they are carried out before the violation is committed. Thus, preventive punishment is a punishment that is preventive. The purpose of preventive punishment is to prevent things that can hinder or interfere with the smooth running of the work process.
2. Repressive Punishment Punishment carried out because of a violation, because of an activity or activities that have been committed. So, this punishment is carried out after a violation or mistake has occurred. Repressive Punishment is held when an act is deemed to be contrary to the rules.

Work Discipline

According to Hasibuan (2017) suggests that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all the rules and is aware of their duties and responsibilities. According to Hamali (2016) work discipline, namely: "a force that develops within the employee's body and can cause employees to adjust voluntarily to regulatory decisions, and the high value of work and behavior".

Work Discipline Indicator

The level of one's work discipline can be seen from the indicators of work discipline. Work discipline has several indicators. According to Hasibuan (2016) Indicators of Work Discipline, namely:

1. Purpose and Capabilities
2. Exemplary leadership
3. Refund
4. Justice

5. Waskat
6. Punishment
7. Firmness
8. Human relations

Employee Performance

According to Mondy (2010) performance is a goal-oriented process directed at ensuring that organizational processes are in place to maximize the productivity of employees, teams and ultimately the organization. Mathis (2015) explains that performance is what employees do or don't do.

Employee Performance Indicators

According to Mathis (2015) various performance indicators that can be used to evaluate performance are:

1) Quantity
2) Quality
3) Punctuality
4) Presence
5) Cooperation ability

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this study, the exogenous variables were Welfare (X1) and Punishment (X2). While the endogenous variables are Employee Performance (Y) and Intervening Variables, namely Discipline (Z). This research was conducted at Rm Djoelham Hospital Binjai

According to Sugiyono (2017), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then the conclusion is drawn that the population used is 630 employees.

According to several experts, one of them according to Sugiyono (2017), the sample is part of the number and characteristics possessed by the population. The sample technique used is Slovin

Child : $n = N / (1 + (N \times e^2))$.

$n = 630 / (1 + (630 \times 0.0025))$

$n = 630 / (1 + 1.575)$

$n = 630 / 2.575$

$n = 244{,}660$

The results will be rounded up to 245, meaning that the sample used is 245 employees.

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The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

   The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.

2. Reliability Test

   In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

   In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of the regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

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2. Predictive Relevance (Q2)
   This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).
3. t-Statistics
   at this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%
4. Path Coefficient (Path Coefficient)
   This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.
5. Model Fit
   This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that has an individual correlation value greater than 0.7 is considered valid but at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:

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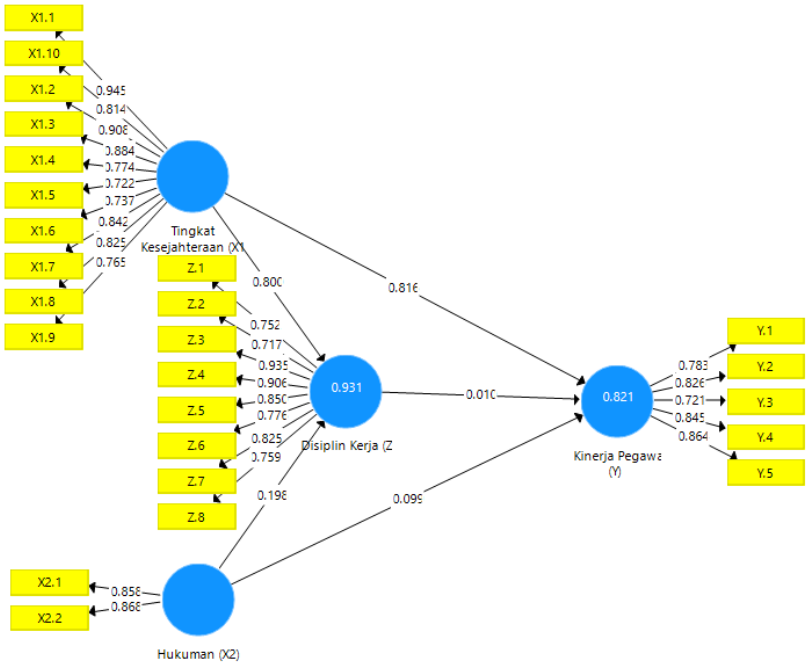

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings In this study there are equations, and the equation consists of two substructures for substructure 1.

Z = b1X1 + b2X2 + e1
Z = 0.800 + 0.198 + e1
For substructure 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.816 + 0.099 + 0.010 + e2

Table 1. Outer Loadings

	Work Discipline (Z)	Punishment (X2)	Employee Performance (Y)	Welfare Level (X1)
X1.1				0.945
X1.10				0.814
X1.2				0.908
X1.3				0.884
X1.4				0.774
X1.5				0.722
X1.6				0.737
X1.7				0.842
X1.8				0.825
X1.9				0.765

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X2.1		0.858		
X2.2		0.868		
Y. 1			0.783	
Y.2			0.826	
Y.3			0.721	
Y.4			0.845	
Y.5			0.864	
Z. 1	0.752			
Z. 2	0.717			
Z. 3	0.935			
Z. 4	0.906			
Z. 5	0.850			
Z. 6	0.776			
Z. 7	0.825			
Z. 8	0.759			

Source: Smart PLS 3.3.3

Based on table 1 above, it can be seen that the outer loading for each variable and indicator for each outer loading value is greater than 0.7 so that it can be explained that any indicator whose outer loading value is greater than 0.7 will be considered valid and because all outer loadings are greater than 0. 7 then all variables and indicators are considered valid and can conduct further research.

2. Discriminatory Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator has a high correlation with the construct. The table shows the results of cross loading from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Work Discipline (Z)	Punishment (X2)	Employee Performance (Y)	Welfare Level (X1)
X1.1	0.935	0.805	0.913	**0.945**
X1.10	0.780	0.612	0.796	0.814
X1.2	0.906	0.777	0.881	0.908
X1.3	0.850	0.661	0.778	0.884
X1.4	0.776	0.557	0.697	0.774
X1.5	0.611	0.567	0.579	0.722
X1.6	0.759	0.618	0.589	0.737
X1.7	0.815	0.675	0.712	0.842

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X1.8	0.724	0.627	0.704	0.825
X1.9	0.678	0.611	0.731	0.765
X2.1	0.671	0.858	0.682	0.674
X2.2	0.767	**0.868**	0.624	0.698
Y. 1	0.743	0.662	0.783	0.795
Y.2	0.732	0.571	0.826	0.758
Y.3	0.602	0.751	0.721	0.609
Y.4	0.702	0.500	0.845	0.720
Y.5	0.739	0.588	**0.864**	0.755
Z. 1	0.752	0.647	0.536	0.635
Z. 2	0.717	0.675	0.497	0.565
Z. 3	**0.935**	0.805	0.913	0.945
Z. 4	0.906	0.777	0.881	0.908
Z. 5	0.850	0.661	0.778	0.884
Z. 6	0.776	0.557	0.697	0.774
Z. 7	0.825	0.712	0.695	0.719
Z. 8	0.759	0.618	0.589	0.737

Source: Smart PLS 3.3.3

Based on table 2 above, there is a cross loading value of the work discipline variable whose value is greater than the cross loading of other latent variables, for the cross loading of the Punishment variable there is a value that is greater than the cross loading of other latent variables, for the cross loading value of the Employee Performance variable is greater than the value of cross loading on other latent variables, for the cross loading of the Welfare Level variable there is a value that is greater than the cross loading on other latent variables. This means that the data above is distributed discriminantly valid and can continue the next stage of research.

3. Composite reliability

The next test determines the reliable value with composite reliability from the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table:

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Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (Z)	0.929	0.941	0.670
Punishment (X2)	0.700	0.854	0.745
Employee Performance (Y)	0.867	0.904	0.655
Welfare Level (X1)	0.947	0.955	0.680

Source: Smart PLS 3.3.3

Based on table 3 above, it can be seen that the Cronbach's Alpha value for each variable has a value greater than 0.7 and it is assumed that all variables have a reliable distribution. It can be seen from the composite reliability column that each variable has a value above 0.6 so that it can be explained that each variable is considered reliable in the composite reliability column. Another method for testing discriminant validity is by looking at the AVE value and the square root of the AVE, provided that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this study all values are considered reliable because all values are greater than the specified value.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table.4. R Square results

	R Square	Adjusted R Square
Work Discipline (Z)	0.931	0.929
Employee Performance (Y)	0.821	0.813

Source: Smart PLS 3.3.3

Based on table 4 above, there is an R square value for the Work Discipline variable of 0.931 and if it is percentaged for the Work Discipline variable value of 93.1%, it means that the effect of the variable level of welfare and punishment on work discipline is 93.1% and the remaining 06.9% is in another variable. For the

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R square value of the Employee Performance variable, it is 0.821 and if it is percentaged, the value is 82.1%, meaning that the influence of the variable level of welfare, punishment and work discipline is 82.1% and the remaining 17.9% is in other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Models
SRMR	0.094	0.094
d_ULS	2,883	2,883
d_G	2,113	2,113
Chi-Square	512,325	512,325
NFIs	0.900	0.900

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in the table above show that the NFI value is 0.900, meaning that this study is considered FIT because the NFI value is greater than 0.697. Thus, from these results it can be concluded that the model in this study has a high and feasible goodness of fit. used to test the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 5 Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (Z) -> Employee Performance (Y)	0.010	0.048	0.962	Rejected
Punishment (X2) -> Work Discipline (Z)	0.198	4,216	0.000	Accepted
Punishment (X2) -> Employee Performance (Y)	0.099	1.171	0.242	Rejected

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Welfare Level (X1) -> Work Discipline (Z)	0.800	19,089	0.000	Accepted
Welfare Level (X1) -> Employee Performance (Y)	0.816	4,026	0.000	Accepted

Source: Smart PLS 3.3.3

05 means that if Punishment increases then Work Discipline will increase if punishment decreases then Work Discipline decreases. Punishment has a positive and significant effect on Employee Performance with an original sample value of 0.099 and P values 0.242 > 0.05 meaning that the punishment given to employees is not necessarily employee performance will improve because there are still many stubborn and stubborn employees who ignore the rules so they are subject to punishment but there are still many employees after being punished they still make the same mistakes and other mistakes so punishment does not necessarily make the employee's performance better. The level of Welfare has a positive and significant effect on Work Discipline with an original sample value of 0.800 and P values of 0. 000 means that if the welfare level increases, work discipline will increase and if the welfare level decreases, work discipline decreases. The level of Welfare has a positive and significant effect on Employee Performance with an original sample value of 0.816 and a P value of 0.000 meaning that if the level of welfare increases, employee performance will increase; if welfare decreases, employee performance also decreases.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Punishment (X2) -> Work Discipline (Z) -> Employee Performance (Y)	0.002	0.048	0.962	Rejected
Welfare Level (X1) -> Work Discipline (Z) -> Employee Performance (Y)	0.008	0.047	0.963	Rejected

Source: Smart PLS 3.3.3

Based on table 7 above, there is a hypothesis that is rejected because the research is not significant because work discipline is not an intervening variable so it cannot benAffecting the Welfare Level variable, Punishment on Employee Performance indirectly with the following explanation: Punishment affects Employee Performance positively and not significantly with the original sample value of 0.002 and P values of 0.962 > 0.05.

The level of welfare affects employee performance through work discipline with an original sample value of 0.008 and P values of 0.963 > 0.05.

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CLOSING

Conclusion

Based on the results of the hypothesis research above, both directly and indirectly, there are conclusions that will be applied below as follows:

1. Work Discipline has no significant positive effect on Employee Performance at Rm Djoelham Binjai Hospital
2. Punishment has a positive and significant effect on work discipline at RSUD Rm Djoelham Binjai
3. Punishment has a positive and significant effect on employee performance at RSUD Rm Djoelham Binjai
4. The level of Welfare has a positive and significant effect on Work Discipline at Rm Djoelham Binjai Hospital
5. Welfare level has a positive and significant effect on employee performance at RSUD Rm Djoelham Binjai
6. Punishment has a positive and insignificant effect on employee performance at RSUD Rm Djoelham Binjai
7. Welfare Level influences Employee Performance through Work Discipline at Rm Djoelham Binjai Hospital

Suggestion

1. The organization must take action for employees by improving the welfare of employees in order to increase the results that the organization is aiming for.
2. Penalties given to employees who are guilty according to the specified SOP and a warning in advance if the mistake is still light.
3. Organizations must require employees to be disciplined in their work by providing appropriate sanctions and punishments.
4. Organizations must offer something that benefits employees and then demands employees to improve employee performance.

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Rosmery FA. Purba[1], Muhammad Isa Indrawan[2]
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