



Employee Performance Through Compensation and Training: Work Discipline at Tribuana Tungga Dewi Elderly Care Home

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Abstract

Purpose: This study aims to examine the effect of compensation and training on employee performance through work discipline at the Elderly Care Home “Tribuana Tungga Dewi” in Mojokerto City. The study focuses on analyzing the direct effects of compensation and training on performance and discipline, as well as the mediating role of work discipline.

Research Methodology: This study applied a quantitative approach with a cross-sectional design. The population consisted of 30 employees, and a census sampling technique was used. Data were analyzed using Structural Equation Modeling (SEM) to evaluate the relationships among compensation, training, work discipline, and employee performance.

Results: The results show that compensation does not have a significant direct effect on employee performance, while training has a significant positive effect. Compensation and training significantly improve work discipline, and work discipline positively influences employee performance. Moreover, compensation and training significantly affect employee performance through work discipline as a mediating variable.

Conclusions: Work discipline is an important mechanism in improving employee performance. Compensation alone does not directly enhance performance; however, when combined with effective training and improved discipline, it can contribute to better employee outcomes.

Limitations: This study is limited by the small sample size and the focus on only one elderly care institution, which may affect the generalizability of the findings.

Contribution: This study contributes to human resource management literature by demonstrating the mediating role of work discipline between compensation, training, and employee performance. The findings provide practical implications for organizations in developing effective compensation and training strategies.

Keywords: *Compensation, Training, Employee Performance, Work Discipline*

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1. Introduction

Human resources are one of the most important factors determining the success and sustainability of an organization. The effectiveness of organizational activities largely depends on the ability of employees to perform their duties and responsibilities effectively. Employees are not only considered as operational resources but also as strategic assets that contribute to organizational growth, innovation, and service improvement ([Rasool, Samma, Wang, Zhao, & Zhang, 2019](#)). Therefore,

organizations must ensure that employees possess adequate competencies, motivation, and commitment to support the achievement of organizational objectives. Effective human resource management is required to create a work environment that encourages employees to maximize their potential and continuously improve their performance. In service-oriented organizations, particularly social service institutions, employee performance becomes a critical aspect because it directly influences the quality, reliability, and continuity of services provided to the community. Unlike profit-oriented organizations, social service institutions require employees who demonstrate not only technical capabilities but also responsibility, empathy, and consistency in carrying out their duties. Therefore, improving employee performance requires comprehensive human resource strategies that address both employee capabilities and workplace behaviors. Organizations need to develop appropriate management practices, including competency development, employee motivation, and performance support systems, to strengthen employee commitment and ensure the achievement of organizational goals ([Salman, Ganie, & Saleem, 2020](#)).

Employee performance is influenced by various internal and external factors, including compensation, training, and work discipline. These factors play an important role in determining how effectively employees perform their duties and contribute to organizational objectives. Compensation represents an organizational effort to appreciate employees' contributions through financial and non-financial rewards, such as salaries, incentives, recognition, and career development opportunities. An appropriate compensation system can strengthen employees' perceptions of organizational fairness and appreciation, which may encourage higher motivation, job satisfaction, and commitment toward their work ([Taba, 2018](#)). However, compensation alone may not always directly improve employee performance, particularly when employees lack the necessary competencies, knowledge, and discipline required to complete their responsibilities effectively. Employees may require additional support in the form of training and behavioral reinforcement to transform organizational rewards into improved performance outcomes. Training enables employees to enhance their capabilities, understand job responsibilities, and adapt to organizational expectations, while work discipline ensures consistency in implementing tasks according to established standards. Therefore, compensation needs to be supported by other human resource development practices to create a comprehensive approach for improving employee performance. The integration of fair compensation, continuous training, and effective discipline management is essential for organizations seeking sustainable performance improvement ([Subramanian, & Suresh, 2022](#); [Yong, Yusliza, Ramayah, Sehnem, & Mani, 2020](#)).

Training is another important factor affecting employee performance because it enables organizations to develop employee capabilities and improve their ability to perform assigned responsibilities. Through systematic and continuous training programs, employees can enhance their knowledge, technical skills, and understanding of job requirements. Effective training allows employees to adapt to organizational demands, overcome workplace challenges, increase productivity, and achieve predetermined performance targets. Furthermore, training does not only focus on improving technical competencies but also contributes to shaping employee attitudes and behaviors by increasing awareness of organizational procedures, responsibilities, and expected performance standards. In addition to training, work discipline plays an essential role in determining employee performance. Work discipline reflects employees' willingness to comply with organizational rules, maintain punctuality, demonstrate responsibility, and consistently complete their tasks according to established standards. Employees with strong discipline are more likely to perform their duties effectively and contribute to organizational objectives ([Hermina & Yosepha, 2019](#)). Moreover, work discipline can act as an intermediary mechanism through which compensation and training influence employee performance ([Sitopu, Sitinjak, & Marpaung, 2021](#)). Adequate compensation may encourage employees to develop greater responsibility and commitment toward their organization, while training can strengthen discipline by improving employees' understanding of work procedures and expected behaviors. Therefore, the combination of compensation, training, and work discipline represents an important approach for improving employee performance, particularly in service-oriented organizations where employee consistency and capability directly influence service quality.

In the context of social service organizations, these factors become increasingly important because employees are required to provide continuous and professional services. The Elderly Care Home “Tribuana Tungga Dewi” in Mojokerto City, as part of the social service sector, faces several challenges related to employee performance. Based on observations, several employees still experience issues regarding attendance discipline, such as arriving late and leaving the workplace during working hours. Additionally, some employees have limited understanding of their main duties and functions, resulting in work targets that are not achieved optimally. These conditions indicate the need for improved training and stronger discipline mechanisms. Another issue concerns compensation, particularly for non-civil servant employees who expect periodic salary adjustments and additional benefits. The absence of structured compensation improvements may affect employee motivation and satisfaction ([Mahanani, Hariadi, & Hariadi, 2020](#)). Consequently, insufficient compensation, limited training opportunities, and weak discipline may collectively influence employee performance outcomes.

Previous studies have extensively examined the relationship between compensation, training, and employee performance. However, the role of work discipline as a mediating variable remains important to explore, particularly in social service institutions where employee responsibilities directly affect service quality. Understanding this mechanism can provide deeper insights into how organizations can improve employee performance through integrated human resource management practices. Therefore, this study aims to analyze the effect of compensation and training on employee performance through work discipline at the Elderly Care Home “Tribuana Tungga Dewi” in Mojokerto City. The findings are expected to provide both theoretical contributions to human resource management studies and practical implications for organizations in designing effective strategies to enhance employee performance.

2. Literature Review and Hypothesis/es Development

2.1 Employee Performance

Employee performance refers to the extent to which employees successfully complete their assigned responsibilities based on organizational standards, including work quality, productivity, efficiency, and effectiveness. Performance represents an important indicator of organizational success because employees are the primary actors responsible for implementing organizational activities and achieving institutional goals. High-performing employees are able to complete their tasks effectively, demonstrate responsibility, and contribute to continuous organizational improvement. Therefore, organizations need to identify and manage various factors that can sustainably enhance employee performance ([Diamantidis & Chatzoglou, 2019](#)).

Employee performance is influenced by several organizational and individual factors, including compensation, training, and work discipline. Appropriate compensation can encourage employees to feel valued and appreciated for their contributions, while training helps improve employees’ knowledge, skills, and competencies required to perform their duties. Meanwhile, work discipline ensures that employees consistently follow organizational procedures, maintain responsibility, and complete tasks according to established standards. These factors are particularly important in social service institutions, where employee performance directly affects the quality and reliability of services provided to beneficiaries ([Purwanto, Novitasari, & Asbari, 2022](#)). Therefore, understanding the relationship between compensation, training, work discipline, and employee performance is essential for developing effective human resource management strategies.

2.2 Compensation and Employee Performance

Compensation represents the rewards provided by organizations to employees in return for their contributions, efforts, and achievements. Compensation may include both financial benefits, such as salaries, bonuses, incentives, and allowances, as well as non-financial rewards, including recognition,

career development opportunities, and job security ([Abubakar, Esther, & Angonimi, 2020](#)). An effective compensation system plays an important role in human resource management because it reflects organizational appreciation toward employee contributions. When employees perceive that the compensation they receive is fair and aligned with their responsibilities, they are more likely to experience higher job satisfaction, motivation, and organizational commitment. These positive attitudes may encourage employees to demonstrate greater effort and achieve better work outcomes.

However, compensation does not always directly determine employee performance because performance is also influenced by other factors, such as employee competence, motivation, and work behavior. In some situations, employees require additional support, including competency development, training, and behavioral reinforcement, to transform compensation into improved performance. Therefore, compensation may function more effectively when integrated with other human resource management practices that strengthen employee attitudes and behaviors ([Valaei & Rezaei, 2016](#)). In this context, appropriate compensation is expected to encourage employees to perform their duties more effectively and contribute to organizational goals. Based on this perspective, the following hypothesis is proposed:

H₁: Compensation has a positive effect on employee performance.

2.3 Training and Employee Performance

Training is a structured and systematic process designed to improve employees' knowledge, skills, abilities, and work competencies so that they can perform their duties effectively. Through training activities, employees can develop the capabilities required to complete tasks according to organizational standards and gain a clearer understanding of their roles and responsibilities. Training also enables employees to adapt to changing workplace demands, improve problem-solving abilities, reduce work-related errors, and achieve better performance outcomes ([Agarwal & Farndale, 2017](#)). Therefore, organizations that provide continuous and relevant training opportunities are more likely to enhance employee effectiveness, productivity, and service quality.

In service-oriented institutions, training becomes increasingly important because employees require specific competencies to provide professional, consistent, and reliable services. In elderly care institutions, employees need adequate knowledge related to caregiving procedures, communication skills, safety practices, and ethical service responsibilities. Appropriate training helps employees develop confidence, improve task execution, and respond effectively to daily operational challenges. Furthermore, training can strengthen employee commitment and discipline by increasing their understanding of organizational expectations, work procedures, and performance standards ([Simatupang & Saroyeni, 2018](#)). Employees who receive adequate training are therefore expected to demonstrate higher competence, greater responsibility, and improved performance in carrying out their duties. Based on this explanation, the following hypothesis is proposed:

H₂: Training has a positive effect on employee performance.

2.4 Compensation and Work Discipline

Compensation may influence employee discipline by shaping employees' perceptions of organizational fairness, appreciation, and recognition. When employees perceive that their efforts, responsibilities, and contributions are appropriately rewarded, they are more likely to develop a stronger sense of responsibility and commitment toward the organization. This positive perception can encourage employees to demonstrate disciplined work behaviors, such as maintaining punctuality, complying with organizational regulations, and completing assigned tasks according to established standards. Therefore, an effective compensation system may serve as an important mechanism for encouraging employees to maintain consistent and responsible workplace behavior ([Reddy, 2020](#); [Huang, 2016](#)).

Furthermore, compensation can influence employee attitudes beyond financial satisfaction by strengthening employees' psychological attachment to the organization. Employees who feel valued

and fairly treated are more likely to show greater loyalty and willingness to support organizational objectives. Although compensation may not always directly improve performance, it can contribute indirectly by encouraging positive behaviors, particularly work discipline. Through improved discipline, employees are more likely to perform their duties effectively and consistently. Therefore, compensation is expected to strengthen work discipline within the organization ([Sitopu, Sitinjak, & Marpaung, 2021](#)). Based on this argument, the following hypothesis is proposed:

H₃: Compensation has a positive effect on work discipline.

2.5 Training and Work Discipline

Training contributes not only to employee competency improvement but also to the development of appropriate workplace attitudes and behaviors. Through systematic training programs, employees gain a better understanding of organizational procedures, job responsibilities, ethical standards, and expected performance outcomes. This increased understanding enables employees to recognize the importance of following workplace rules and maintaining professional behavior in carrying out their duties. Therefore, training can serve as an important mechanism for strengthening employee discipline by improving awareness, responsibility, and commitment toward organizational standards ([Saeed, Afsar, Hafeez, Khan, Tahir, & Afridi, 2019](#)).

Employees who receive adequate training are more likely to understand the importance of punctuality, accountability, consistency, and compliance with organizational regulations. In addition, training helps employees develop self-confidence and a stronger sense of responsibility because they are equipped with the necessary knowledge and skills to perform their tasks effectively. In this context, training does not merely focus on improving technical capabilities but also contributes to shaping positive work attitudes and disciplined behavior ([Ma, Kao, Kao, & Cho, 2020](#)). Consequently, organizations can strengthen employee discipline by implementing continuous and relevant training programs that align with employees' roles and responsibilities. Based on this reasoning, the following hypothesis is proposed:

H₄: Training has a positive effect on work discipline.

2.6 Work Discipline and Employee Performance

Work discipline reflects employees' willingness to comply with organizational rules, procedures, and responsibilities. Employees with strong discipline tend to demonstrate better attendance, consistency, and accountability in completing their duties. High levels of discipline contribute to more effective work processes because employees are able to maintain performance standards and organizational expectations. Therefore, discipline represents an important behavioral factor influencing employee performance ([Titisari & Susanto, 2021](#)).

In social service organizations, work discipline becomes increasingly important because employees are responsible for providing continuous services to beneficiaries ([AbouAssi & Trent, 2016](#)). Poor discipline may reduce service effectiveness, while strong discipline can support reliable and consistent service delivery. Thus, employees with higher discipline levels are expected to achieve better performance outcomes. Based on this perspective, the following hypothesis is proposed:

H₅: Work discipline has a positive effect on employee performance.

2.7 The Mediating Role of Work Discipline

Work discipline reflects employees' willingness and ability to comply with organizational rules, procedures, standards, and responsibilities in carrying out their duties. Discipline represents an important aspect of employee behavior because it demonstrates employees' commitment to achieving organizational objectives ([Ong, Hendry, Winata, & Monika, 2021](#)). Employees with strong discipline tend to show better attendance, punctuality, consistency, and accountability in completing their responsibilities. These behaviors contribute to more effective work processes because employees are able to maintain organizational standards and complete tasks according to established expectations

([Rahmadania & Herminingsih, 2021](#)). Therefore, work discipline is considered an important behavioral factor that influences employee performance.

In service-oriented organizations, work discipline becomes increasingly important because employees are required to provide continuous, reliable, and professional services to beneficiaries. In elderly care institutions, employee discipline directly affects service quality because employees must consistently perform caregiving responsibilities and follow established procedures. Poor discipline may reduce operational effectiveness and negatively affect service outcomes, whereas strong discipline can support reliable and sustainable service delivery ([Naher, Hoque, Hassan, Balabanova, Adams, & Ahmed, 2020](#)). Employees with higher levels of discipline are therefore expected to demonstrate greater responsibility, productivity, and performance achievement. Based on this perspective, the following hypothesis is proposed:

H₆: Compensation has a positive effect on employee performance through work discipline.

H₇: Training has a positive effect on employee performance through work discipline.

3. Methodology

This study employed a quantitative research approach with a cross-sectional design to examine the relationship between compensation, training, work discipline, and employee performance at the Elderly Care Home “Tribuana Tungga Dewi” Mojokerto City. A quantitative approach was selected because the study aimed to measure the influence among research variables objectively through numerical data analysis ([Creswell & Creswell, 2023](#)). The cross-sectional design was applied because data were collected at one specific period to describe the existing conditions of employees regarding compensation, training, work discipline, and performance ([Setia, 2016](#)).

The research was conducted at the Elderly Care Home “Tribuana Tungga Dewi” in Mojokerto City, which is a social service institution responsible for providing care and services for elderly residents. The population in this study consisted of all employees working at the institution, with a total of 30 respondents. Due to the relatively small population size, this study applied a census or saturated sampling technique, in which all members of the population were included as research respondents ([Etikan & Bala, 2017](#)). This sampling approach was selected to obtain comprehensive information from all employees and avoid sampling bias.

Data were collected using research instruments designed to measure the studied variables, including compensation, training, work discipline, and employee performance. The collected data were then analyzed to examine the relationships among variables and determine the direct and indirect effects between the independent variables, mediating variable, and dependent variable. In this study, work discipline was examined as a mediating variable to determine whether compensation and training influence employee performance through improved employee discipline ([Hayes, 2022](#)).

The analytical procedure was conducted to evaluate the proposed relationships among variables and test the research hypotheses. The analysis focused on identifying the effect of compensation and training on employee performance, the effect of compensation and training on work discipline, the effect of work discipline on employee performance, and the indirect effects of compensation and training on employee performance through work discipline.

4. Results and Discussion

4.1 Results

4.1.1 Measurement Model Evaluation

The measurement model was evaluated to ensure the validity and reliability of the research instruments. Convergent validity was assessed based on outer loading values, Average Variance Extracted (AVE), and composite reliability. The results indicate that all indicators meet the

recommended criteria, demonstrating that each indicator adequately represents its respective construct.

Table 1. Validity and Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE	Decision
Compensation (X_1)	0.856	0.902	0.698	Valid and Reliable
Training (X_2)	0.853	0.894	0.629	Valid and Reliable
Work Discipline (Z)	0.844	0.896	0.684	Valid and Reliable
Employee Performance (Y)	0.827	0.886	0.660	Valid and Reliable

Table 1 show that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70, while AVE values exceed 0.50. Therefore, the measurement model demonstrates adequate internal consistency reliability and convergent validity.

4.1.2 Structural Model Evaluation

The structural model was analyzed to examine the direct and indirect relationships among compensation, training, work discipline, and employee performance. Hypothesis testing was conducted using path coefficients, t-statistics, and p-values.

Table 2. Direct Effect Hypothesis Testing

Hypothesis	Relationship	p-value	Decision
H_1	Compensation $\rightarrow$ Employee Performance	0.267	Rejected
H_2	Training $\rightarrow$ Employee Performance	0.000	Accepted
H_3	Compensation $\rightarrow$ Work Discipline	0.004	Accepted
H_4	Training $\rightarrow$ Work Discipline	0.000	Accepted
H_5	Work Discipline $\rightarrow$ Employee Performance	0.002	Accepted

Based on Table 2, the hypothesis testing results indicate that compensation does not significantly influence employee performance. This finding suggests that compensation received by employees has not been sufficient to directly improve performance. In this context, compensation may function more as a supporting factor rather than the main determinant of performance improvement. Conversely, training has a significant positive effect on employee performance. This finding indicates that employees who receive appropriate training tend to have better knowledge, skills, and understanding of their responsibilities, allowing them to complete tasks more effectively. Training is therefore an important mechanism for improving employee capability and organizational effectiveness.

Furthermore, compensation and training significantly influence work discipline. Adequate compensation can encourage employees to demonstrate greater responsibility and commitment, while training helps employees understand organizational procedures and expected work standards. These results highlight that human resource development practices contribute to strengthening employee discipline. Work discipline also has a significant positive effect on employee performance. Employees with higher discipline levels tend to show better attendance, responsibility, compliance with organizational regulations, and task completion. Therefore, improving work discipline becomes an important strategy for enhancing employee performance.

4.1.3 Mediation Analysis

The mediating role of work discipline was examined to determine whether compensation and training indirectly affect employee performance.

Table 3. Indirect Effect Testing

Hypothesis	Relationship	p-value	Decision
H_6	Compensation → Work Discipline → Employee Performance	0.043	Accepted
H_7	Training → Work Discipline → Employee Performance	0.011	Accepted

Based on Table 3, The mediation analysis confirms that work discipline significantly mediates the relationship between compensation, training, and employee performance. Although compensation does not directly affect performance, it improves performance indirectly by strengthening employee discipline. Similarly, training improves performance not only through direct skill improvement but also by increasing employee discipline. These findings emphasize that organizational efforts to improve employee performance should not only focus on providing compensation or training separately but should also consider behavioral factors such as discipline. In social service organizations, where employee reliability and consistency are essential, work discipline becomes a key pathway connecting human resource practices with performance outcomes.

4.2 Discussion

The results of this study provide important insights into the relationship between compensation, training, work discipline, and employee performance at the Elderly Care Home “Tribuana Tungga Dewi” Mojokerto City. The findings indicate that compensation does not have a significant direct effect on employee performance, with a significance value of 0.267. This finding suggests that the compensation received by employees has not become the primary factor influencing their performance improvement. In this organizational context, compensation may be perceived as a basic obligation provided by the institution rather than a strong motivational factor that directly encourages employees to increase productivity. This condition may occur because employee performance is also influenced by other factors, such as competence, work environment, organizational commitment, and discipline. Therefore, improving compensation alone may not be sufficient to enhance employee performance without being accompanied by other human resource development strategies ([Newman, & Sheikh, 2018](#); [Diamantidis, & Chatzoglou, 2019](#); [Kundu, & Lata, 2017](#)).

In contrast, training has a significant positive effect on employee performance, with a significance value of 0.000. This finding demonstrates that training plays an important role in improving employee capabilities, knowledge, and understanding of their responsibilities. Employees who receive appropriate training are more likely to perform their tasks effectively because they have better skills and clearer knowledge regarding work procedures and organizational expectations. In the context of elderly care services, training becomes particularly important because employees are required to possess specific competencies related to caregiving, service quality, and professional responsibility. Thus, continuous training programs can support employees in achieving higher performance standards ([Sung & Choi, 2018](#)).

The results also reveal that compensation has a significant positive effect on work discipline, with a significance value of 0.004. This indicates that appropriate compensation can encourage employees to demonstrate greater responsibility and compliance with organizational rules. Although compensation does not directly improve performance, it contributes to strengthening employee discipline, which subsequently influences work outcomes. Employees who feel that their contributions are fairly recognized through compensation may develop a stronger sense of obligation and commitment toward the organization ([Rhoades & Eisenberger, 2018](#)).

Furthermore, training has a significant positive effect on work discipline, with a significance value of 0.000. This finding indicates that training not only improves technical abilities but also shapes employee attitudes and behaviors. Through training, employees gain a better understanding of their duties, organizational procedures, and performance expectations, which encourages them to behave more consistently and responsibly. Therefore, training functions as an important mechanism for developing both employee competence and workplace discipline ([Sitopu, Sitinjak, & Marpaung, 2021](#)).

The findings also confirm that work discipline has a significant positive effect on employee performance, with a significance value of 0.002. This result highlights that disciplined employees tend to demonstrate better attendance, responsibility, compliance with regulations, and consistency in completing assigned tasks. In service organizations such as elderly care institutions, discipline is a crucial element because employee performance directly affects the continuity and quality of services provided to elderly residents. Therefore, strengthening work discipline should become one of the main priorities in improving organizational performance ([Titisari & Susanto, 2021](#)).

Regarding the indirect effects, the results show that compensation significantly influences employee performance through work discipline, with a significance value of 0.043. This finding indicates that work discipline acts as a mediating mechanism between compensation and performance. Although compensation does not directly improve employee performance, it can encourage employees to become more disciplined, which ultimately contributes to better performance outcomes. This finding emphasizes that organizational rewards are more effective when they are able to encourage positive employee behavior ([Subramanian & Suresh, 2022](#)).

Similarly, training has a significant indirect effect on employee performance through work discipline, with a significance value of 0.011. This finding suggests that training improves employee performance not only by increasing knowledge and skills but also by strengthening discipline. Employees who receive adequate training tend to understand their responsibilities better and demonstrate greater commitment to completing their work effectively. Therefore, training programs should be designed not only to improve technical competence but also to develop professional attitudes and work behaviors ([Sung & Choi, 2018](#)).

Overall, the findings demonstrate that work discipline plays a central role in connecting compensation and training with employee performance. The results imply that organizations should adopt an integrated human resource management approach by combining appropriate compensation policies, continuous training programs, and effective discipline management. For the Elderly Care Home “Tribuana Tungga Dewi” Mojokerto City, improving employee performance requires more than financial incentives; it requires the development of employee competence and behavioral commitment to ensure sustainable service quality.

5. Conclusions

The results of this study indicate that compensation does not have a significant direct effect on employee performance at the Elderly Care Home “Tribuana Tungga Dewi” Mojokerto City, with a significance value of 0.267. However, training has a significant positive effect on employee performance, indicating that improving employee knowledge, skills, and competencies through training programs contributes to better performance outcomes. Furthermore, compensation and training have been proven to significantly improve work discipline, with significance values of 0.004 and 0.000, respectively. Work discipline also has a significant positive effect on employee performance, with a significance value of 0.002, demonstrating that employees with higher discipline levels tend to achieve better performance.

In addition, the findings confirm that work discipline plays a mediating role in the relationship between compensation, training, and employee performance. Compensation has a significant positive indirect effect on employee performance through work discipline, with a significance value of 0.043. Similarly, training significantly influences employee performance through work discipline, with a

significance value of 0.011. These findings highlight that improving employee performance requires an integrated human resource management approach, where compensation and training are supported by effective discipline management. Therefore, organizations should focus not only on providing appropriate rewards and training opportunities but also on strengthening employee discipline to achieve sustainable performance improvement.

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Author Contributions

N contributed to the research conceptualization, methodology development, data collection, data analysis, and preparation of the initial manuscript draft. S contributed to research supervision, theoretical framework development, validation of the research findings, and critical revision of the manuscript. Both authors have read and approved the final version of the manuscript and agreed to be accountable for all aspects of the research.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted objectively and independently, and all findings presented in this manuscript are based solely on the data obtained and analyzed during the research process.

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