The Effect Of Profitability, Liquidity, Leverage, Capital Intensity, And Company Size On Tax Avoidance

Sabrina Septiyani Putri[1], Elwisam[2], Kumba Digdowiseiso[3]*
[1,2,3]Faculty of Economics and Business, Universitas National, Indonesia
Email: [1]sabrinaseptiyanie@gmail.com, [2]elwisam@civitas.unas.ac.id,
[3]kumba.digdo@civitas.unas.ac.id*

Abstract:

The automotive industry is a sector that has a relatively large contribution to the national economy. Where the automotive industry provides an investment value of trillions per year and is able to absorb the work of up to tens of thousands of people. For this reason, the authors conducted this study with the aim of examining the effect of profitability, liquidity, leverage, capital intensity and firm size on tax avoidance in the automotive industry listed on the Indonesia Stock Exchange in 2016 - 2020. In this study, researchers used secondary data with a population of 20 companies. automotive listed on the Indonesia Stock Exchange. Determination of the sample of this study using the purposive sampling method and obtained a sample of 18 automotive companies. The results of this study indicate that the t-test of profitability and leverage variables has a positive effect on tax avoidance, while liquidity, capital intensity and firm size have no effect on tax avoidance. Meanwhile, for the f test of Profitability, Liquidity, Leverage, Capital Intensity, Firm Size has a positive effect on tax avoidance.

Keywords: Profitability, Liquidity, Leverage, Capital Intensity, Firm Size, Tax Avoidance.

INTRODUCTION

In this era of globalization, there are many manufacturing sectors that dominate the industrial world in Indonesia, one of which is the automotive industry. Where the automotive industry in Indonesia has become an important foundation in the country's manufacturing sector, because the industry is one of the mainstay sectors that continues to be prioritized in its development and plays a very large role in the development of the national economy. Many car companies are reopening car manufacturing plants or increasing their production capacity in Indonesia. Moreover, Indonesia is experiencing a remarkable transition from what was originally only a place of car production for export but became the largest domestic sales market due to the increase in gross domestic product (GDP) per capita.

This automotive industry is a sector that has a relatively large contribution to the national economy. There are 22 companies from the 4-wheeled motor vehicle industry or more in Indonesia

Sabrina Septiyani Putri[1], Elwisam[2], Kumba Digdowiseiso[3]

at present. This automotive sector has provided an investment value of 99.16 trillion with a total production capacity of 2.35 million units per year and employs 38.39 thousand direct workers and the potential of the 2 and 3-wheeled motor vehicle industry in the country there are 26 companies. The total investment value that has been poured is 10.05 trillion with a production capacity of 9.53 million units per year and employs up to 32 thousand people. For this reason, the automotive industry is considered to have an important and strategic role so that it is included in the Making Indonesia 4.0 roadmap, which receives development priority in the implementation of industry 4.0 (kemenperin.go.id, 2021).

The automotive industry is actually influenced by the country's economic growth, where when gross domestic product (GDP) grows and will subsequently be followed by growing purchasing power will be in line with increasingly strong consumption. On the other hand, the level of consumption of people who are interested in buying a car will also continue to grow, because it can be driven by several factors. The first factor is a program from the government that will encourage the Industrial Revolution Roadmap 4.0 which groups five main industries, one of which is the automotive industry. Second, infrastructure development on toll roads that are still in recent years. Third, public interest in buying vehicles is still growing, and fourth, there is ease in vehicle loans. So with these factors, the growth of the automotive industry is expected to continue to grow, because Indonesia remains the main destination for investment in the automotive industry sector. The relatively large domestic automotive market will add to the attractiveness for investors to invest in Indonesia.

Taxes are one of the main sources of state revenue. Every taxpayer must participate so that the growth and achievement of national development can run well for the progress and welfare of the country. The company can be said to be a corporate taxpayer who is required to pay income tax. So that companies are of the view that taxes are a burden on companies that can reduce the company's net profit, so many companies try to reduce taxes by legal means (tax avoidace) and illegal ways (tax evasion) in order to make a profit. Therefore, the company carries out tax management, including tax avoidance.

Tax avoidance as an effort to minimize tax payments that are not uncommon for companies. This tax avoidance can be influenced by several factors, one of which is Profitability, Liquidity, Leverage, Capital Intensity and Company Size. Tax avoidance: A tax avoidance, is permissible, but on the other hand, tax avoidance is undesirable. Because in the context of the government in Indonesia, various regulations have been made to prevent tax avoidance. Apart from that, tax planning that exceeds or violates applicable laws and regulations is also called tax evasion.

The first phenomenon that occurred at PT. Toyota Motor Manufacturing on tax avoidance in Indonesia. In the news (kompas.com, 2017) about "Tax Avoidance that Occurs in PT Toyota Motor Manufacturing Indonesia (TMMIN) Company". PT. Toyota Motor Manufacturing Indonesia (TMNIM) uses transactions between affiliated companies at home and abroad to avoid paying taxes.

Then the second phenomenon in the news (otomotif.kompas.com, 2016) about "Tax Evasion committed on Suzuki Motor Corp". Where in 2016 Suzuki Motor carried out tax evasion by using the motorcycle racing business to hide money of up to Rp 38.6 billion to trick local governments into imposing more taxes.

Profitability is used to measure the performance that a company has in generating profits at the level of asset sales and also stock income. The proxy used to examine profitability is retrun on asset (ROA). This ROA is to measure effectiveness in the company. When high profitability indicates that the company's profit will be large, the amount of income tax will also increase according to the increase in company profits, so that it can result in the company being inclined to tax avoidace because it has high profitability. Based on research (Prambudi et al., 2021) said profitability has a positive effect on tax avoidance, this is because companies that have high profitability have the opportunity to plan and reduce the amount of their tax burden.

Liquidity is a ratio used to estimate the performance of a company in meeting its financial obligations in the short term. The liquidity of the company proves an ability to pay short-term financial obligations in a timely manner. The proxy used to conduct research is the current ratio (CR). This Cr is used to measure the company's ability to pay short-term obligations, both obligations to the company and outside the company. If the company's liquidity increases, the company does not want to pay all its obligations, especially in paying taxes in accordance with applicable rules and regulations. Based on research (Veren Oktavia, 2020) Liquidity affects tax avoidance.

Leverage is used to measure the amount of debt a company has to finance its operational activities. The proxy used to examine leverage is the debt to equity ratio (DER). DER is used to measure solvency (showing the company's ability to pay short-term and long-term obligations). An increase in the amount of debt to finance the company's operations will result in the interest expense borne by the company. This interest expense component will reduce the pre-tax profit of the business, so that the tax burden to be paid for a business will be reduced. The more the company continues to use debt as an alternative source of funds, the more likely the company is to take tax avoidance action. Based on researchers (Arian &; Mhd. Hasyim, 2018) Levarage affects tax avoidance. If the company borrows large amounts of funds, the company will get loan interest from creditors. Large interest rates will cause lower income and less taxes incurred.

Capital Intensity is how much ownership of company assets is invested in the form of fixed assets. This means that the higher the capital intensity, the higher the level of tax avoidance. The amount of the company's capital ownership in fulfilling operational activities and asset investment will be more solid in developing the company's profits as much as possible. Because, companies that have high assets will cause a high tax burden, that can trigger companies to increasingly take tax avoidance actions in an effort to minimize the amount of tax burden obtained. Based on research (Putri, 2019) states that Capital Intensity affects Tax Avoidace.

The size of the Company proves an ability possessed by the company in the act of returning its tax decisions. The size of the company proves the stability and ability of the company in carrying out economic activities. The larger the size of a business, the more it will become the focus of

Sabrina Septiyani Putri[1], Elwisam[2], Kumba Digdowiseiso[3]

government attention and will lead to a tendency towards tax compliance or avoidance. Previous researchers (Utami &; Suhono, 2021) said that company size affects tax avoidance.

The reason researchers chose this automotive industry company is because this company is one of the companies that influence the Indonesian economy and has an important role in consumer demand, which makes competition in automotive companies tighter. Financial statements on automotive companies are detailed and include variables to be studied. Automotive business competition always continues to increase, so it can potentially carry out activities in tax avoidance in order to achieve a profit.

Based on the background that has been conveyed above, researchers are interested in choosing the title, "**The Effect of Profitability, Liquidity, Leverage, Capital Intensity, and Company Size on Tax Avoidace**". In this study, the author tries to find out and analyze how influential each variable studied is on the company's tax avoidace. Thus, companies can find out the policies that must be taken for business continuity and the government in determining policies to overcome tax avoidance practices appropriately.

RESEARCH METHODS

The research method used in this study is an empirical method with a quantitative approach. The object of research focused on economic and financial variables, including profitability, liquidity, leverage, capital intensity, and company size, with the dependent variable being tax avoidance. This study aims to investigate how these independent variables affect tax avoidance in automotive industry sector companies listed on the Indonesia Stock Exchange (IDX) during the 2016-2020 period.

The source of research data is secondary, obtained through the financial statements of automotive companies that have been published on the IDX. The data is time series, collected over the last five-year period. The study population involved all automotive industry companies listed on the IDX during the specified period. As a sample selection method, this study uses a purposive sampling method with certain criteria, such as automotive subsector manufacturing companies listed on the IDX during the 2016-2020 period, which published financial statements, and did not experience delisting.

The study sample included 18 automotive companies that met these criteria. Data collection techniques involve the analysis of multiple linear regression methods to understand the relationship between independent and dependent variables. Data was elaborated using E-Views 12 (2021) software. In addition, this research also uses documentation study techniques and literature studies to support the analysis.

Operational definitions are given to ensure that the concepts used in the study can be clearly measured and understood. Data analysis includes descriptive statistics to provide an overview, as well as panel data regression models to determine relationships between variables. Regression model selection is done through the Chow test, Hausman test, and Lagrange Multiplier test.

Hypothesis testing is done through classical assumption tests, including multicollinearity tests, autocorrelation tests, normality tests, and heteroscedasticity tests. Multiple linear regression tests are performed to see the effect of the independent variable on the dependent variable, and the coefficient of determination is used to measure how well the model can explain changes in the dependent variable. The t test and F test are also performed to assess the significance of each independent variable individually and simultaneously.

RESULTS AND DISCUSSION

A. Results of hypothesis testing

1. **Multiple Linear Regression Test**

Cross-section fixed effects test equation:
Dependent Variable: ETR
Method: Panel Least Squares
Date: 02/03/22   Time: 23:50
Sample: 2016 2020
Periods included: 5
Cross-sections included: 18
Total panel (balanced) observations: 90

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1169.835	470.5166	2.486279	0.0149
ROA	0.290590	0.105298	2.759688	0.0071
LIQ	-0.001794	0.004959	-0.361747	0.7184
DER	0.011159	0.003036	3.675531	0.0004
CAPIN	0.057480	0.057073	1.007136	0.3168
SIZE	-0.002092	0.001708	-1.224530	0.2242

R-squared	0.241103	Mean dependent var		1281.267
Adjusted R-squared	0.195930	S.D. dependent var		966.0264
S.E. of regression	866.2353	Akaike info criterion		16.43053
Sum squared resid	63030542	Schwarz criterion		16.59718
Log likelihood	-733.3739	Hannan-Quinn criter.		16.49774
F-statistic	5.337381	Durbin-Watson stat		1.986993
Prob(F-statistic)	0.000262			

Figure 1. Multiple Linear Regression Test

Source : Eviews 12 (2021)

Based on the results of the multiple linear regression test in Table 4.9 above, obtained from the regression equation as follows:

ETR = 0.2906 ROA - 0.0018 LIQ + 0.0112 DER + 0.0575 CAPIN - 0.0021 SIZE + 1169.84 + e

Then it can be interpreted the results of the study:
a. The constant value of the regression equation is 1169.43 which means that the independent variable (Profitability, liquidity, leverage, capital intencity, company size) is 0 then the dependent variable (Tax avoidance) has a value of 1169.83.
b. The value of the coefficient on the profitability variable (X1) with a proxy ROA of 0.2906 with a positive value can be interpreted if profitability increases by 1 unit, the tax avoidance variable (Y) will increase by 0.2906.
c. The value of the coefficient in the Liquidity variable (X2) with a proxy LIQ -0.0018 with a negative value can be interpreted if liquidity increases by 1 unit, the tax avoidance

Sabrina Septiyani Putri[1], Elwisam[2], Kumba Digdowiseiso[3]

variable (Y) will decrease by - 0.0018.

d. The value of the coefficient on the variable Leverage (X3) with a proxy DER 0.0112 with a positive value can be interpreted if the leverage increases by 1 unit then the variable tax avoidance (Y) will increase by 0.0112.

e. The value of the coefficient in the Capital Intencity (X4) variable with a CAPIN proxy of 0.0575 with a positive value can be interpreted if capital intencity increases by 1 unit, the tax avoidance (Y) variable will increase by 0.0575.

f. The value of the coefficient in the Company Size variable (X5) with a proxy SIZE - 0.0021 with a negative value can be interpreted if the company size increases by 1 unit, the tax avoidance variable (Y) will decrease by -0.0021.

B. Coefficient of Determination (R^2)

Based on table 4.9 above, it can be said that the test coefficient of determination (R^2) is obtained from adjusted R-squared, which is 0.1959. Which means that in variable terms profitability, liquidity, leverage, capital intencity and company size have an influence on tax avoidance 19.59%. While the remaining value of 80.41% is explained by other variables that are not contained in the study.

C. T Test

This t test is carried out to determine whether there is an influence of the independent variable (X) on the dependent variable (Y) using hypotheses, namely:

H0 : rejected (No effect)

H1 : accepted (Influential)

1) If the value of significance < 0.05 then it can be said that the hypothesis is accepted, which means that the variable can have a positive effect on the dependent variable. Instead

2) If the significance > 0.05, it can be said that the research hypothesis is rejected, which means that the variable negatively affects the dependent variable.

Based on table 4.9 above, the results of partial test research (t) can be interpreted:

1. **Hypothesis Test Results (H1)**

The profitability variable has a calculated t value of 2.760. As for the significant value (Probability) 0.0071 < 0.05. So it can be concluded that H_0 is rejected and H_1 is accepted, which means that for the first hypothesis test it is said that the profitability variable has a significant positive effect on tax avoidance.

2. **Hypothesis Test Results (H2)**

The Liquidity variable has a calculated t value of -0.361. As for the significant value (Probability) 0.718 > 0.05. Then it can be said that H_0 is accepted and H2 is rejected, which means that for the second hypothesis test says that liquidity variables have a significant negative effect on tax avoidance.

3. **Hypothesis Test Results (H3)**

The variable leverage has a calculated t value of 3.676. As for the significant value (Probability) 0.000 < 0.05. So it can be said that H_0 is rejected and H3 is accepted, which means that for the third hypothesis test says that the variable leverage has a significant

positive effect on tax avoidance.

4. **Hypothesis Test Results (H4)**

   The variable capital intencity has a calculated t value of 1.007. As for the significant value (Probability) 0.316 > 0.05. So it can be said that $H_{0\ is}$ accepted and H4 is rejected, which means that the results of the fourth hypothesis test say that the capital intencity variable has a significant negative effect on tax avoidance.

5. **Hypothesis Test Results (H5)**

   The company size variable has a calculated t value of -1.225. As for the significant value (Probability) 0.22 > 0.05. So it can be said that H_{0} is accepted and H5 is rejected, which means that for variable company size has a significant negative effect on tax avoidance.

D. Uji F Test

This F test is usually done to see the influence of the independent variable on the dependent variable. In this f test there are provisions in decision making, namely:

1) If the prob value < 0.05 and $F_{calculate}$ > F_{table} then it can be said that the research hypothesis is rejected, which means that the independent variable (Independent) affects the dependent variable (dependent).

2) If the value of Prob > 0.05 and $F_{calculate}$ < F_{table} then it can be said that the research hypothesis is accepted, which means that the independent variable does not affect the dependent variable.

Based on the results of the simultaneous test (test f) in Table 4.9 above, obtained :

Ftable : F (k-1;(n-k)

Ftable: F(5-1; 90-5) = F(4; 85) = 2.48

Then it can be interpreted the results of the study F_{count} (5.33) > F_{table} (2.48) and for the significance value of the F test (0.000) < 0.05. So it can be said that the results of the simulation test (F test) of the independent variable (X) have a positive effect significantly on the dependent variable (Y).

Discussion

Profitability Positively Affects Tax Avoidance

So it can be said that automotive companies are indicated to have high profitability so that companies have the opportunity to take action by minimizing the amount of corporate tax burden (Tax Avoidance). Positive influence means that the higher the profitability, the higher the automotive company in tax avoidance.

The profitability relationship in this agency theory, where the principal does not want to give part of the profits obtained from the company's performance results is given to the state (tax) in accordance with its obligations, so automotive companies try to minimize the amount of tax deposited without any involvement in tax restitution. For this reason, the agent runs an effort to reduce tax payments and tax avoidance behavior by making tax planning.

Sabrina Septiyani Putri[1], Elwisam[2], Kumba Digdowiseiso[3]

The results of this study are in line with research from (Setiawan, 2016) and (Prambudi et al., 2021) which say that profitability has a positive effect on tax avoidance.

Liquidity Negatively Affects Tax Avoidance

So it can be said that a highly liquid company shows good financial condition so that the company is able to pay all its obligations, including tax liabilities, otherwise if a company with low liquidity will prefer to maintain cash flow rather than pay taxes.

Liquidity relations have a negative effect in agency theory, where the principal has a good financial condition so that automotive companies will pay taxes to the state in accordance with their obligations. For this reason, the agent no longer needs to carry out activities to minimize tax payments (tax planning).

The results of this study are in line with research from (Saputro et al., 2021) and (Arian &; Mhd. Hasyim, 2018) which said that liquidity does not affect tax avoidance.

Leverage Positively Affects Tax Avoidance

So it can be said that automotive companies have high leverage, meaning that this automotive company uses debt to finance all operational expenses so that it incurs interest expenses that will result in the profits that have been obtained by the company will be reduced so that the tax burden to be paid will also be reduced without having to do tax avoidance. Because of the high interest burden on the company, it can reduce its tax burden, so the company chooses to owe capital to other parties in order to avoid taxes.

The relationship in agency theory between agents, where agents (management of a business) run operations for principals (business owners) which in principle is to provide the greatest benefit for principals, so that agents strive to maximize their duties. One of the duties of the agent (management) is to prepare financial statements, including reports on company leverage related to tax avoidance. The agent can report the company's leverage conditions that can prevent the company from paying taxes for a while so that the company's profits are not reduced because they have to pay taxes, it is used for the benefit of the principal.

The results of this study are in line with research from (Saputro et al., 2021) and (Arian &; Mhd. Hasyim, 2018) which say that leverage has a positive effect on tax avoidance.

Capital Intencity Negatively Affects Tax Avoidance

The level of fixed assets owned by a company cannot affect corporate tax avoidance measures, because the company cannot take advantage of depreciation expenses to reduce its net income. If the company is more concerned with depreciation expenses as a tax deduction, this is not good for the company because the company will get a very large loss. This proves that automotive companies have high fixed assets so that companies can maximize profits in carrying out company activities, because high fixed assets can encourage increased capacity in company production. So it can be said that automotive companies are not deliberately to save the proportion of fixed assets to do tax avoidance by utilizing depreciation.

The relationship between agency theory and capital intensity ratio is important information for companies because it can prove the level of efficiency of the use of capital that has been invested for investors or principals.

The results of this study are in line with research from (Arian &; Mhd. Hasyim, 2018) and (Prambudi et al., 2021) which say that liquidity does not affect tax avoidance. However, this research is not in line with the results of research from (Putri, 2019) which says that liquidity affects tax avoidance.

Company Size Negatively Affects Tax Avoidance

So this shows that this automotive company does not utilize its assets for tax avoidance but the company's assets are used to improve operational activities, thus as a result causing other expenses that reduce the tax burden paid. This has an impact on losing the company's opportunity to make a profit. If the company experiences a decrease in profits or losses, the tax burden will decrease so that the company does not need to do tax avoidance.

The relationship in agency theory, where there is an interest between the government and the company. Where the government wants to maximize tax revenue while companies want to pay taxes with a small amount. For this reason, the resources owned by the company can be used by agents (company management) to reduce the tax burden that must be paid by the company. In general, large companies have sufficient resources and are better able to reduce their tax burden than small companies doing tax avoidance. Large companies tend to have more opportunities to do good tax planning to reduce the company's effective tax rate (ETR).

The results of this study are in line with research from (Arian &; Mhd. Hasyim, 2018) and (Saputro et al., 2021) which say that liquidity does not affect tax avoidance. However, this research is not in line with the results of research from (Utami &; Suhono, 2021) and (Mayndarto, 2022) which say that liquidity affects tax avoidance.

CONCLUSION

This study discusses the effect of profitability, liquidity, leverage, capital intensity, and company size on tax avoidance in automotive companies on the Indonesia Stock Exchange for the 2016-2020 period with a sample of 18 companies. The results of the analysis show that profitability has a positive influence on tax avoidance, indicating that automotive companies with high profitability tend to take action to minimize tax burden. Conversely, liquidity negatively affects tax avoidance, indicating that companies with healthy financial conditions tend to pay taxes without the need for tax avoidance. Leverage has a positive effect, indicating that automotive companies with high interest expenses choose to go into debt to reduce the tax burden. Capital intensity has a negative effect, indicating that companies with high fixed assets do not intentionally avoid taxes through depreciation. The size of the company has a negative effect, indicating that the company is more focused on operational activities than tax avoidance, with a reduction in the tax burden associated with losses or decreases in profits. In conclusion, these variables have a significant role in understanding tax avoidance practices in the automotive industry.

BIBLIOGRAPHY

Sabrina Septiyani Putri[1], Elwisam[2], Kumba Digdowiseiso[3]

Aprilia, R. (2019). [PDF] from ipdn.ac.id The Effect of Work Motivation and Organizational Culture on Employee Performance at the Civil Service Police Station (Satpol PP), Bandung City, West Java Province. Tatapamong Journal, 105–121.

Apsari, C., &; Syarif, R. (2022). The Effect of Work Motivation, Work Discipline and Work Environment on Employee Performance of the Secretariat of the National Pharmaceutical Committee of the Ministry of Health of the Republic of Indonesia. Journal of Ikraith - Ekonomika, Vol. 5 No.

Ardiansyah, D. O. (2016). The effect of communication on employee performance with dimensions by job satisfaction: a case study in the production section of PT. Setia Kawan Makmur Sejahtera Tulungagung. Journal of Business and Management, Vol. 14 (1, 16–25.

Aries, I., & Ghozali, I. (2006). Behavioral Accounting. Diponegoro University. Arifin, A. R. R. (2019). The Influence of Communication, Work Discipline and Work Emergency on the Performance of PT Prima Usaha Era Mandiri Employees in Surabaya.Ubraha Surabaya Repository.

Bintoro, & Daryanto. (2017). Employee Performance Appraisal Management. Gava Media.

Efendi, S., &; Hardiyanto, E. H. (2021). Analysis of the Influence of Leadership Style, Work Discipline, and Work Environment on Employee Performance through Motivation as an Intervening Variable (Study at PT Shopee International Indonesia). FOCUS: Journal Of Social Studies, Vol 2 No 1, 15–26.

Hamali, A. . (2018). Understanding Human Resources. PT Book exciting. Handoko, T. H. (2016). Personnel and Human Resources Management. BPFE. Hasibuan, M. (2013). Human Resource Management. Earth Literacy.

Hasibuan, M. (2017). Human Resource Management. Revised Edition. Earth Literacy.

Husain, B. A. (2018). The Effect of Work Discipline on Employee Performance (at PT. Bank Danamon Tbk Bintaro Branch. Journal of Business Disruption: Journal of Management Study Program, Vol. 1 (1).

Employees, D. K., &; Verianto, D. (n.d.). The Effect of Intrinsic Work Motivation and Procedural Justice on Organizational Citizenship Behavior The influence of intrinsic work motivation and procedural justice on Organizational Citizenship Behavior (OCB) and employee performance of KPP Pratama Purwokerto.

Khoridah, L. A. (2022). The Effect of Work Motivation and Total Quality Control (TQC) on Employee Performance. El-Arbah: Journal of Islamic Business and Banking Economics, Vol 6 No 1.

Larasati, S. (2019). Mansuia Resource Management. Bob Prime.

Listyani, I. (2016). The Effect of Work Facilities and Work Communication on Employee Performance at PT. Sharp Electronics Indonesia Kediri Branch. Journal of Management and Entrepreneurship, Vol 1 No 1.

Mangkunegara, A. P. (2015). Human Resources of the Company. Twelfth printing.

Mangkunegara, & A.A. Anwar Prabu. (2016). Corporate Human Resource Management. PT Remaja Rosdakarya.

Palupi, W. N. (2023). Analysis of the effect of communication on employee performance. Journal of Islamic Economics, Finance and Business, Vol. 5 No.

Potu, J., Lengkong, V. P. K., & Trang, I. (2021). The influence of motivation and work discipline on employee performance at PT. Manado Water. EMBA Journal: Journal of Economic, Management, Business and Accounting Research, Vol 9 No 2.

Prasetiyo, C., Pradhanawati, A., &; Widiartanto. (2014). The Effect of Compensation, Work Motivation and Work Environment on Employee Performance of PT. Pelabuhan Indonesia III (PERSERO) Semarang Container Terminal. Journal of Business Administration S1 Undip, 1–9.

Purnomo, C. A. H., Djudi, M., &; Mayowan, Y. (2017). The Effect of Work Motivation and Work Discipline on Employee Performance (Study on Permanent Employees of PT Karoseri Tentrem Sejahtera Malang City. Journal of Business Administration, Vol. 48 No.

Rahmawani, R., &; Syahrial, H. (2021). The Effect of Work Motivation and Job Satisfaction on the Performance of Employees of Limited Liability Company Sinarmas Medan North Sumatra. Scientific Journal of Management and Business, Vol. 2 No.

Robbins, S. P. (2016). Human Resources Management (16th ed. J.). Salemba Four.

Robbins, S. P., &; Judge, T. A. (2011). Organizational Behavior (Fourteenth).

Pearson Education (us).

Robbins, S. P., &; Judge, T. A. (2012). Organizational Behavior. Salemba Four. Sammy Firwish, S. (2020). The Influence Of Motivation, Discipline And Compensation On Employee Performance At Pt. Graha Dwi Perkasa. 4(2), 265–277. Sedarmayanti. (2015). Human Resource Management. Refika Aditama. Siahaan, B. G., &; Masriah, I. (2022). The influence of communication on employee performance at PT Bina Agra Mulya in Jakarta. Journal of Effective Economics, Vol. 4 (2).

Suatmodjo, F. A. T. (2017). The effect of service quality on customer satisfaction of Café Zybrick Coffee &; Cantina. Agora, 5(3).

Sugiono, E., &; Pratista, R. M. (2018). The influence of transformational leadership, motivation and physical work environment on the performance of PT Rafa Topaz Utama employees in Jakarta. Oikonomia: Journal of Management, Vol. 14 (2.

Sugiyono. (2014). Educational Research Methods Quantitative, Qualitative and R&D Approaches. Alfabeta.

Sugiyono. (2015). Combination Research Methods (Mix Methods). Alphabeta. Sugiyono. (2017). Quantitative, Qualitative and R&D Research Methods. Alfabeta. Sugiyono, P. (2019). Educational Research Methods Quantitative, qualitative and R&D approaches, alphabeta. Bandung.

Sutrisno, E. (2015). Human Resource Management (Seventh printing). Kencana Prenada Media Group.

Sutrisno, E. (2016). Human Resource Management. Kencana Prenada Media Group.

Waskito, M. (2021). The influence of work discipline on the performance of employees of PT Denso Ten Manufacturing Indonesia. Journal of Business and Financial Management, Vol. 1 No.

Wibowo. (2007). Performance Management. Eagle Press.

Sabrina Septiyani Putri[1], Elwisam[2], Kumba Digdowiseiso[3]

Winanti, M. B. (2011). The Effect of Competency on Employee Performance (Survey at PT . Frisian Flag Indonesia West Java Region).

Wirawan. (2013). Leadership: Theory, Psychology, Organizational Behavior, Applications and Research. PT. King Grafindo Persada.

Yamane, T. (1967). Elementary Sampling Theory. Prentice-Hall.