

# ANALYSIS OF THE INFLUENCE OF THE *REWARD* SYSTEM AND *WORK-LIFE BALANCE* ON PERFORMANCE WITH DISCIPLINE AS AN INTERVENING VARIABLE FOR EMPLOYEES OF PT. PAWNSHOP PRINGGAN BRANCH MEDAN.

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## Abstract

This research uses a quantitative approach and the type of research used is descriptive quantitative and the nature of the research used is explanatory. The population and sample in this study amounted to 40 employees. The method in this study used saturated sampling. The results showed that simultaneous testing obtained a value of  $f_{hitung} > f_{tabel}$  ( $22.466 > 2.64$ ). Sig value of  $0.000 < 0.05$ . This means that simultaneously there is a significant effect of the *reward* system ( $x_1$ ), *work* discipline ( $x_2$ ), and *work life balance* ( $x_3$ ) together. Through the test results of the Coefficient of Determination, it can be seen that the  $f_{count}$  value 22.466. This value is greater than  $f_{tabel}$  2.64 ( $22.466 > 2.64$ ). Sig value of 0.000. This value is smaller than 0.05 ( $0.000 < 0.05$ ). This means that there is a positive and significant effect of the *reward* system ( $x_1$ ), *work* discipline ( $x_2$ ), and *work life balance* ( $x_3$ ) together on employee performance (Y). Reward system has a significant effect on employee work discipline at PT Pegadaian Pringgan Medan Branch. *Work-Life Balance* has no significant effect on employee work discipline at PT. Pawnshop Pringgan Medan Branch. Work-Life Balance has a significant effect on employee performance through work discipline at PT Pegadaian Pringgan Medan Branch, meaning that this condition proves that the better the company's Work-Life Balance can improve employee performance through discipline. Based on the results of the analysis and discussion carried out, the following conclusions can be drawn: there is a positive and significant effect of the *reward* system ( $x_1$ ) on employee performance (Y), there is a positive and significant effect of *work* discipline ( $x_2$ ) on employee performance (Y) and there is a positive and significant effect of *work life balance* ( $x_3$ ) on employee performance (Y). the influence of the independent variables of the *reward* system ( $x_1$ ), *work* discipline ( $x_2$ ), and *work life balance* ( $X_3$ ) on the dependent variable employee performance (Y) is 62.3% while the remaining 37.7% is influenced by other variables not examined in this study.

**Keywords:** *Reward, Work Discipline, Work-Life Balance, Employee Performance*

## Background of the Problem

In the face of globalization, whether or not the company succeeds in achieving its goals depends largely on the ability of human resources to carry out the tasks assigned to the company. Human resources are one of the factors that are very important and even cannot be separated from an organization, both institutions and companies. This research was conducted at PT Pegadaian Pringgan Medan Branch. PT Pegadaian Pringgan Medan Branch is a company engaged in Business Pawn, Pawn, Kreasi, Krasida, Mulia, Kresna, EmasKu, Flexi Pawn, Savings, MPO (Purchase and Payment of Telephone Bills, Electricity, Water, Tickets, Internet, Pay TV, Payment of BPJS Dues, etc.). In this study, researchers used the factors of *reward* system, *work* discipline and *work-life balance* on the performance of employees of PT Pegadaian Pringgan Medan branch because these factors are currently an important issue to improve performance in a sustainable manner. The first factor is about the *reward* system which is one of the human resource functions as a form of positive attention from a company. The problem in this company shows that there is a system of providing salaries that are not suitable for employees to receive with the weight of the work provided. For example, the company gives tasks to employees past the work time limit set by the company without providing rewards in accordance with the performance carried out by these employees. Furthermore, the second factor that is suspected is work discipline. The problem of work discipline where it can be seen from the time mismatch in the company is that there are employees of PT Pegadaian Cabang Pringgan Medan who are still unable to manage time which is characterized by being late and leaving early.

Furthermore, the third factor that is thought to affect employee performance is the application of *work-life balance*. Because there are some employees who are stressed at work, it can be seen from the existence of several employees at PT Pegadaian Pringgan Medan Branch who no longer communicate intensely with the leadership. The optimal performance of the company is influenced by the employees of PT. Pegadaian Pringgan Medan Branch who are less able to complete their performance properly. However, the performance of PT. Pegadaian Pringgan Medan Branch employees who are still not maximized in completing fast work on time given by the company's leadership requires continuous evaluation.

## **Theory**

### **Definition of *Reward System***

According to Siagian (2015: 4-5) "Reward is the work itself, wages, promotion opportunities, supervision, and coworkers. reward is also an effort or way to foster recognition or feelings of acceptance in the organization, which includes non-financial and financial".

According to the opinion above, it can be concluded that the reward system is a form of reward for job performance, in the form of rewards, gifts, awards, or incentives.

### ***Reward Indicator***

According to Kadarsiman (2012: 122) *reward* indicators include: Wages, promotions, awards, incentives, allowances, salaries.

### **Definition of Work Discipline**

According to Hamali (2016: 215) "Discipline is a person's behavior in accordance with existing regulations, work procedures, or discipline is an attitude, behavior, and behavior that is in accordance with the rules of the organization, both written and unwritten".

According to the above opinion, it can be concluded that work discipline is the attitude of someone who is willing to obey all applicable organizational rules and norms.

### **Work Discipline Indicator**

According to Supomo & Nurhayati (2018: 134-137) indicators that affect the level of employee discipline of an organization include the following: Purpose and Ability, Leadership Example, Merit Pay, Justice, Waskat, Punishment Sanctions, Firmness, Human Relations.

### **Definition of Work-Life Balance**

According to Wardani & Firmansyah (2021: 8) "work-life balance is a condition in which an employee or an individual tries to make a situation balanced between work and his personal life".

Based on the definition according to the experts above, it can be concluded that work-life balance is a situation where a person tries to be able to balance the demands of work and his personal life.

### **Work-Life Balance Indicators**

McDonald and Bradley (2017) in Pangemanan et al. (2017) aspects to measure work-life balance, as follows: Time balance, Involvement balance, Satisfaction balance.

## Definition of Employee Performance

According to Wibowo (2013: 08) "performance comes from the notion of performance, performance is also defined as the result of work or work performance. But in reality performance has a broader meaning, not only the results of work, but also includes how the work process takes place. "

According to the above opinion, it can be concluded that employee performance is the result obtained by a person in doing his job in accordance with the roles and that have been given by the organization or company.

## Employee Performance Indicators

According to Bangun (2012: 233) to measure employee performance, as follows: Amount of work, Quality of Work, Punctuality, Attendance, Ability to work together.

## Conceptual Framework

Based on the theories that have been stated above, it can be concluded that employee performance is influenced by work-life balance and reward systems through work discipline. This means that if the work-life balance and reward system in the company can provide comfort and security and can cover all employee needs, the level of employee discipline will increase. Increased employee work discipline will also improve employee performance. For more details, the hypothesis in this study can be described as follows:

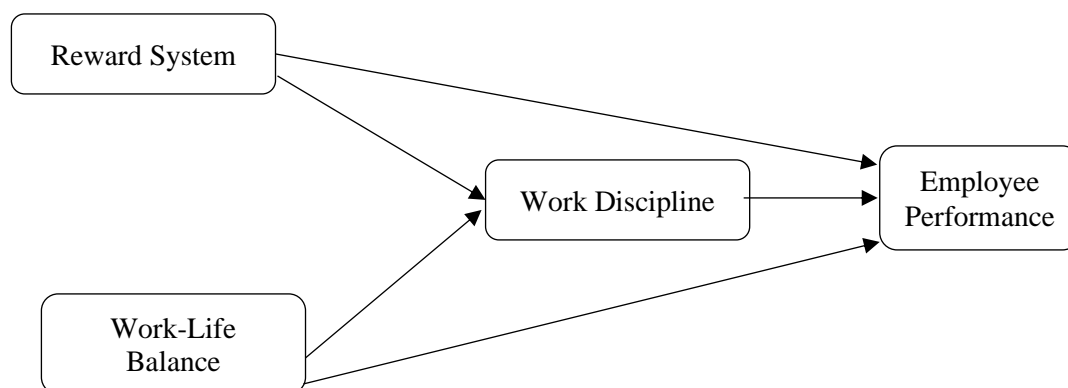


Figure 2.1 Conceptual Framework

## Hypothesis

Hypothesis is a temporary answer to research problems, until proven through collected data. The hypothesis of this research is:

- H1: The Reward System has a significant effect on employee work discipline at PT Pegadaian Pringgan Medan Branch.
- H2: *Work-Life Balance* has a significant effect on employee work discipline at PT Pegadaian Pringgan Medan Branch.
- H3: *Reward* system has a significant effect on employee performance at PT Pegadaian Pringgan Medan Branch.
- H4: *Work-Life Balance* has a significant effect on employee performance at PT Pegadaian Pringgan Medan Branch.
- H5: Work discipline has a significant effect on employee performance at PT Pegadaian Pringgan Medan Branch.

H6: *Reward* system has a significant effect on employee performance through work discipline at PT. Pegadaian Pringgan Medan Branch

H7: *Work-Life Balance* has a significant effect on employee performance through work discipline at PT Pegadaian Pringgan Medan Branch.

## Research Population

According to Sangadji and Sopiah (2010), population is a generalization area consisting of: subjects or objects with certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were all employees of PT Pegadaian Pringgan Medan Branch, totaling 40 people consisting of 4 (four) groups as illustrated in the table below:

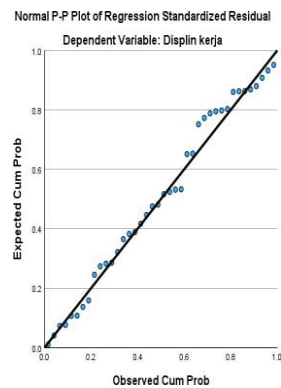
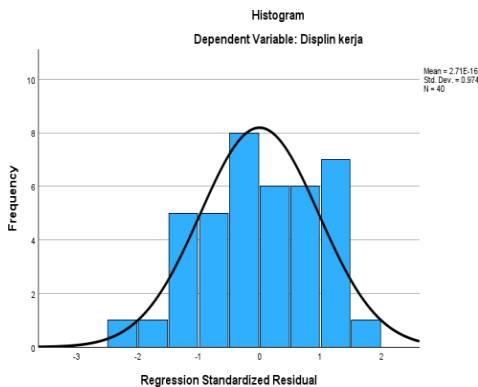
Number of Employees of PT Pegadaian Pringgan Branch Medan

No.	Goals	Total
1	I	10
2	II	12
3	III	10
4	IV	8
Total		40

## Classical Assumption Test

### Submission of Classical Assumptions Sub Model I

#### Normality Test of Sub Model 1



### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		40	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	5.04915639	
Most Extreme Differences	Absolute	.107	
	Positive	.066	
	Negative	-.107	
Test Statistic		.107	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	.290	
	99% Confidence Interval	Lower Bound	.278
		Upper Bound	.301

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the table above, it can be seen that the Sig. Or the normal significance of this data is 0.200. This value is greater than 0.05 ( $0.200 > 0.05$ ). So it can be concluded that the data used in this study is normally distributed.

### Multiconierity Test

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	19.294	5.878		3.283	.002		
	Sistem Reward	.330	.140	.376	2.354	.024	.883	1.133
	Work-life balance	.090	.203	.071	.446	.658	.883	1.133

a. Dependent Variable: Displin kerja

Based on the table above, it can be seen that the tolerance value for the reward system variable is 0.883, this value is greater than 0.10 ( $0.883 > 0.10$ ). Furthermore, for the work-life balance variable of 0.883, this value is greater than 0.10 ( $0.883 > 0.10$ ). Meanwhile, the VIF value for the reward system variable is 1.133, this value is smaller than 10 ( $1.133 < 10$ ). Furthermore, for the work-life balance variable of 1.133, this value is smaller than 10 ( $1.133 < 10$ ). Based on the information above, it can be concluded that the two independent variables do not occur multicollinearity.

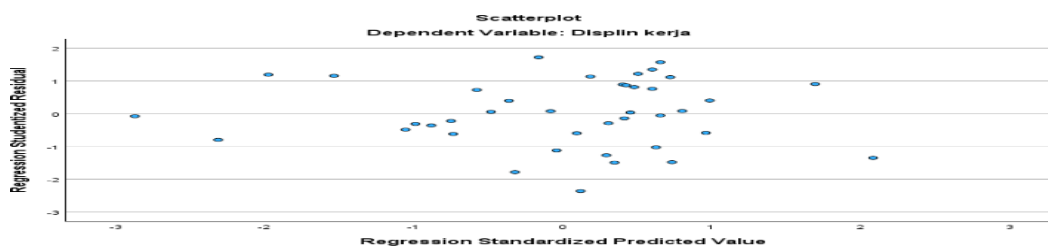
## Heteroscedasticity Test

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.359	3.277		.109	.913
	Sistem Reward	.090	.078	.197	1.150	.257
	Work-life balance	.001	.113	.001	.005	.996

a. Dependent Variable: Abs\_Res1

Based on the table above, it can be seen that the Sig value of the *reward* system variable is 0.257, this value is greater than 0.05 ( $0.257 > 0.05$ ). While the sig value of the *work life balance* variable is 0.996, this value is greater than 0.05 ( $0.996 > 0.05$ ). So based on the data above, it can be concluded that in this research data there is no heteroscedasticity.



Based on the scatterplot graph above, it can be seen that the points spread with an unclear pattern both above and below the zero (0) on the Y axis, not gathering in one place, so from the scatterplot graph it can be concluded that there is no heteroscedasticity.

Inferring whether or not heteroscedasticity occurs in the research data can be seen from its significance value. With the criteria that heteroscedasticity does not occur if the Sig value. Or normal significance or probability  $> 0.05$ .

## Sub Model I

### Hypothesis Test t

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.294	5.878		3.283	.002
	Sistem Reward	.330	.140	.376	2.354	.024
	Work-life balance	.090	.203	.071	.446	.658

a. Dependent Variable: Displin kerja

Based on the table above, it can be seen

1. The *reward* system variable has a value  $t_{hitung}$  of 2.354, this value is greater than the value  $t_{tabel}$  2.02809 (2.354 > 2.02809). The Sig value of the reward system variable is 0.000. This value is smaller than 0.05 (0.024 < 0.05). This means that there is a positive and significant effect of the reward system (X1) on employee work discipline (Z).
2. In the *work life balance* variable, the value  $t_{hitung}$  is 0.446. This value is smaller than  $t_{tabel}$  2.02809 (0.446 < 2.02809). Sig value 0.658. This value is greater than 0.05. This value is greater than 0.05 (0.658 > 0.05). This means that there is no significant effect of *work life balance* (X3) on employee work discipline (Z).

### F test

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196.710	2	98.355	3.660	.035 <sup>b</sup>
	Residual	994.265	37	26.872		
	Total	1190.975	39			

a. Dependent Variable: Displin kerja

b. Predictors: (Constant), Work-life balance, Sistem Reward

Based on the table above, it can be seen that the value of  $f_{hitung}$  is 3.660. This value is greater than  $f_{tabel}$  2.64 (3.660 > 2.64). Sig value is 0.035. This value is smaller than 0.05 (0.035 < 0.05). This means that there is a positive and significant effect of the *reward* system (X1) and *work life balance* (X2) together on employee work discipline (Z).

### Path Analysis Sub Model I

$$Z = a + b_1X_1 + b_2X_2$$

$$Z = 19.294 + 0.330 + 0.090$$

The analysis equation model is meaningful:

- 1) Constant (a) = 19.294 indicates that the constant value where if the variable System *reward* and *work-life balance* are equal to 0, then job satisfaction is 19.294.
- 2) *Reward* System Variable (X1) = 0.330 indicates that every addition of one unit in the work environment variable, job satisfaction will increase by 0.330.
- 3) *Work-life Balance* (X2) variable = 0.090 indicates that every addition of one unit to the organizational culture variable, job satisfaction will increase by 0.090.



## Table of Coefficient of Determination sub Model I

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 <sup>a</sup>	.165	.120	5.18382

a. Predictors: (Constant), Work-life balance, Sistem Reward

b. Dependent Variable: Displin kerja

Based on the table above, it can be seen that the Adjusted R-Square value is 0.120. This means that the independent variables of the *reward* system (X1) and *work life balance* (X2) are able to explain the intervening variable of employee performance discipline (Y) by 12.0% while the remaining 88.0% is influenced by other variables not examined in this study. Examples are leadership variables, work stress, work motivation and so on.

## Sobel Test Sub Model I

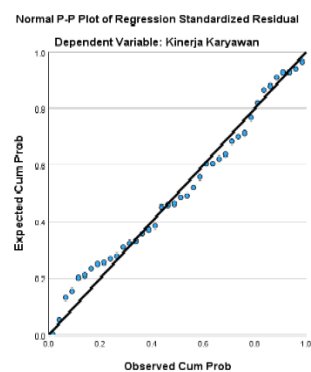
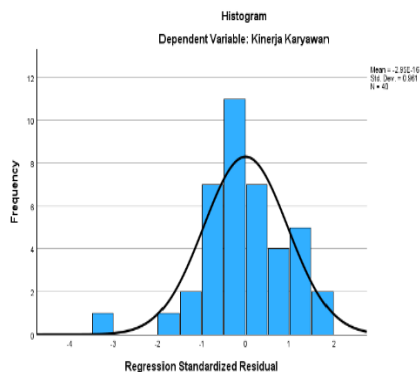
$$Z = \frac{0,167}{0,0564}$$

$$Z = 2,960$$

From the results of the sobel test calculation above, a z value of 2.960 is obtained because the z value obtained is  $2.960 > 1.67$  with a significance level of 5%, proving that work discipline is able to mediate the relationship between system variables on employee performance.

## Sub Model II Classical

### Assumption Submission



### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		40	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	2.76079466	
Most Extreme Differences	Absolute	.092	
	Positive	.058	
	Negative	-.092	
Test Statistic		.092	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	.532	
	99% Confidence Interval	Lower Bound	.519
		Upper Bound	.544

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Based on the table above, it can be seen that the Sig. Or the normal significance of this data is 0.200. This value is greater than 0.05 ( $0.200 > 0.05$ ). So it can be concluded that the data used in this study is normally distributed.

### Multicollinearity Test

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	-2.551	3.690		-.692	.494		
	Sistem Reward	.453	.088	.611	5.158	<.001	.883	1.133
	Work-life balance	.269	.127	.250	2.111	.042	.883	1.133

a. Dependent Variable: Kinerja Karyawan

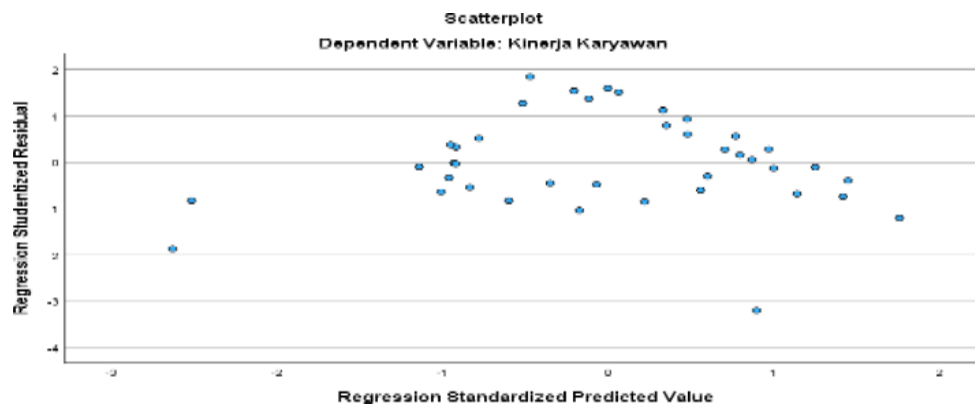
Based on the table above, it can be seen that the tolerance value for the *reward* system variable is 0.883, this value is greater than 0.10 ( $0.883 > 0.10$ ). Furthermore, for the *work-life balance* variable of 0.883, this value is greater than 0.10 ( $0.883 > 0.10$ ). Meanwhile, the VIF value for the *reward* system variable 1.133, this value is smaller than 10 ( $1.133 < 10$ ). Furthermore, for the *work-life balance* variable of 1.133, this value is smaller than 10 ( $1.133 < 10$ ). Based on the information above, it can be concluded that the two independent variables do not occur multicollinearity.

### Heteroscedasticity Test

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.768	2.340		1.183	.244
	Sistem Reward	.039	.053	.140	.750	.458
	Work-life balance	-.077	.071	-.188	-1.081	.287
	Displin kerja	-.023	.058	-.072	-.405	.688

a. Dependent Variable: Abs\_Res2

Based on the table above, it can be seen that the Sig value of the *reward* system variable is 0.458, this value is greater than 0.05 ( $0.458 > 0.05$ ). The sig value of the work discipline variable is 0.688, this value is greater than 0.05 ( $0.688 > 0.05$ ). While the sig value of the *work life balance* variable is 0.287, this value is greater than 0.05 ( $0.287 > 0.05$ ). So based on the data above, it can be concluded that in this research data there is no heteroscedasticity.



Based on the scatterplot graph above, it can be seen that the points spread with an unclear pattern both above and below the zero (0) on the Y axis, not gathering in one place, so from the scatterplot graph it can be concluded that there is no heteroscedasticity.

Inferring whether or not heteroscedasticity occurs in the research data can be seen from its significance value. With the criteria that heteroscedasticity does not occur if the Sig value. Or normal significance or probability > 0.05.

### Test t

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-8.500	3.702		-2.296	.028		
	Sistem Reward	.352	.083	.474	4.226	<.001	.768	1.303
	Displin kerja	.308	.091	.364	3.383	.002	.835	1.198
	Work-life balance	.241	.113	.224	2.137	.040	.878	1.139

a. Dependent Variable: Kinerja Karyawan

Based on the table above, it can be seen

3. The reward system variable has a value  $t_{hitung}$  of 4.226, this value is greater than the value  $t_{tabel}$  2.02809 ( $4.226 > 2.02809$ ). The Sig value of the reward system variable is 0.000. This value is smaller than 0.05 ( $0.000 < 0.05$ ). This means that there is a positive and significant effect of the reward system (X1) on employee performance (Y).
4. In the work discipline variable, the value  $t_{hitung}$  is 3.383. This value is greater than  $t_{tabel}$  2.02809 ( $3.383 > 2.02809$ ). Sig value of 0.002. This value is smaller than 0.05 ( $0.002 < 0.05$ ). This means that there is a positive and significant effect of work discipline (X2) on employee performance (Y).
5. In the *work life balance* variable, the value  $t_{hitung}$  is 2.137. This value is smaller than  $t_{tabel}$  2,02809 ( $2,137 > 2,02809$ ). Sig value 0.040. This value is smaller than 0.05. This value is smaller than 0.05 ( $0.040 < 0.05$ ). This means that there is a positive and significant effect of *work life balance* (X3) on employee performance (Y).

## F test

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	556.518	3	185.506	22.466	<.001 <sup>b</sup>
	Residual	297.257	36	8.257		
	Total	853.775	39			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Work-life balance, Displin kerja, Sistem Reward

Based on the table above, it can be seen that the value of *hitung* is 22.466. This value is greater than *ftabel* 2.64 ( $22.466 > 2.64$ ). Sig value is 0.000. This value is smaller than 0.05 ( $0.000 < 0.05$ ). This means that there is a positive and significant effect of the *reward* system (X1), *work* discipline (X2), and *work life balance* (X3) together on employee performance (Y).

## Path Analysis Model Sub II

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-8.500	3.702		-2.296	.028		
	Sistem Reward	.352	.083	.474	4.226	<.001	.768	1.303
	Displin kerja	.308	.091	.364	3.383	.002	.835	1.198
	Work-life balance	.241	.113	.224	2.137	.040	.878	1.139

a. Dependent Variable: Kinerja Karyawan

$$Z = a + b_1X_1 + b_2X_2 + b_3Z +$$

$$Z = -8.500 + 0.352 + 0.308 + 0.241$$

The analysis equation model is meaningful:

- 1) Constant (a) = -8,500 indicates that the constant value where if the work environment, organizational culture and job satisfaction variables are equal to 0, then employee performance is worth -8,500.
- 2) *Reward* System Variable (X1) = 0.352 indicates that every addition of one unit in the work environment variable, employee performance will increase by 0.352.
- 3) The *Work-Life Balance* variable (X2) = 0.308 indicates that every addition of one unit to the organizational culture variable, employee performance will increase by 0.308.
- 4) Work Discipline Variable (Z) = 0.241 indicates that every addition of one unit to the job satisfaction variable, employee performance will increase by 0.241.

## Coefficient of Determination of sub model II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 <sup>a</sup>	.652	.623	2.87353

a. Predictors: (Constant), Work-life balance, Disiplin kerja, Sistem Reward

b. Dependent Variable: Kinerja Karyawan

Based on the table above, it can be seen that the R-Square value is 0.623. This means that the influence of the independent variables of the reward system (X1), work discipline (X2), and work life balance (X3) on the dependent variable of employee performance (Y) is 62.3% while the remaining 37.7% is influenced by other variables not examined in this study. Examples are leadership variables, work stress, work motivation and so on.

## Sobel Test Sub Model II

$$= \frac{0,2203}{0,0686}$$

$$Z= 3,211$$

From the results of the sobel test calculation above, a z value of 3.211 is obtained because the z value obtained is  $3.211 > 1.67$  with a significance level of 5%, proving that work discipline is able to mediate the relationship between *work-life balance* variables on employee performance.

## Conclusion

1. H1: The Reward System has a significant effect on employee work discipline at PT Pegadaian Pringgan Medan Branch, meaning that this condition proves that better the company's *reward system* can improve the work discipline of its employees.
2. H2: *Work-Life Balance* does not have a significant effect on employee work discipline at PT Pegadaian Pringgan Medan Branch, that is, the level of significance does not mean that *work-life balance* has an important role in increasing job satisfaction.
3. H3: *Reward* system has a significant effect on employee performance at PT Pegadaian Pringgan Medan Branch, meaning that this condition proves that better the company's *reward system* can improve employee performance.
4. H4: *Work-Life Balance* has a significant effect on employee performance at PT Pegadaian Pringgan Medan Branch, meaning that this condition proves that the better the company's *Work-Life Balance* can improve employee performance.
5. H5: Work discipline has a significant effect on employee performance at PT Pegadaian Pringgan Medan Branch, meaning that this condition proves that better the company's work discipline can improve the performance of its employees.
6. H6: The *Reward System* has a significant effect on employee performance through work discipline at PT. Pegadaian Pringgan Medan Branch, meaning that this condition proves that the better the company's *Reward*

*System* can improve employee performance.

7. H7: *Work-Life Balance* has a significant effect on employee performance through work discipline at PT Pegadaian Pringgan Medan Branch, which means this condition proves that the better the company's *Work-Life Balance* can improve employee performance through discipline.

### **Suggestion**

Suggestions that aim to improve employee performance are as follows:

1. Company PT Pegadaian Pringgan Branch Medan
  - a. The company should be able to maximize the role of the reward system, work discipline and work life balance so that it can have an impact on maximizing employee performance.
  - b. It is hoped that in increasing rewards it is necessary to pay attention to the factor of providing bonus incentives, because employees who do work according to the target or exceed the target, it would be better to give appreciation or gifts as a reward or gratitude to employees for helping to develop a company.
  - c. It is hoped that the company will improve work discipline for each employee, both superiors and subordinates fairly. With good work discipline in the company, it can improve employee performance in carrying out the duties and responsibilities given by the company.
2. For researchers  
So that researchers must realize the importance of this research and be more serious in conducting subsequent research.
3. For future research  
To conduct research using other variables such as leadership variables, work stress, work motivation and so on.

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