

## THE EFFECT OF COMPENSATION, WORK DISCIPLINE, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. INFO CEMERLANG ANDAL NUSA

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### ABSTRACT

*Research this aim for knowing influence compensation, discipline work and motivation to performance employees at PT. Info Cemerlang Andal Nusa Tangerang. Method data collection with To do deployment questionnaire in its entirety employees totaling 40 people, so set as sample fed up or total sample. Data analysis was performed with SPSS Statistics for Windows version 23. The results showed that from the results of the F test that the variables Compensation, Work Discipline and Motivation had a positive and significant effect on employee performance. Research results this show that compensation take effect positive and significant to performance employee. Discipline work take effect negative and significant to performance employee. Motivation take effect positive and significant to performance employee.*

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

### 1. INTRODUCTION

Human resources are a very important concern for companies to compete in the current era of globalization in demonstrating their quality. The effectiveness of the organization in attaining its goals will be directly impacted by having good and optimal human resources. Companies must have knowledgeable, highly competent personnel and make an attempt to manage the business as effectively as possible in order for management operations to operate smoothly and employee performance to rise. Performance is essentially something that employees supply to gauge how much they contribute to the business through their output and services rendered (Farisi et al., 2021). Agustini Ira (2022) contends that a firm is considered to succeed in attaining its goals if employees perform better and work more productively, whereas a company is said to fail in accomplishing these goals if people perform worse and work less productively. Employee performance improvement has many influencing factors, one of which is compensation. Provision of effective compensation can awaken the individual abilities of each employee so that the company can see the abilities of its employees. As stated by Dewi R, Sapta S (2022), employees who work in an organization definitely need adequate and fair compensation or rewards, even if they can be quite competitive compared to other companies. A good compensation system will greatly affect the morale and productivity of a person. Employee performance can also be affected by work discipline. According to Vallennia et al (2020) stated that good work discipline from employees such as arriving on time, carrying out work according to what has been set by the company, adhering to company regulations will be able to improve the performance of these employees so that the company's targets will be achieved. Employee motivation is related to the reasons employees work, employee happiness, and employee enthusiasm at work. Employee motivation will affect work discipline in employee absences and tardiness. As Weldeyohannes said in Agustini Ira (2022) argues that employees who are not motivated are less productive, exhibit unwanted behaviors such as absenteeism and carelessness which cause low productivity so that employee performance decreases. To improve employee performance it is very clear that compensation, work discipline, and motivation are very influential. Companies that provide effective compensation, employees who are disciplined in work and good motivation and can make employees work productively.

Based on previous research, there are still research gaps. Several empirical facts related to compensation and employee performance can be seen in research conducted by Saman (2020) which states that compensation has a significant effect on employee performance. This study contradicts research conducted by Rianda et al., (2022) according to the results of this study, it proves that partial compensation does not have a significant effect on employee performance. The existence of a Research Gap was also found to determine the relationship of work discipline to employee performance. Research conducted by Syafrina (2021) explains that work discipline has a positive effect on employee performance.

Meanwhile, different results were obtained by Irawan Doni, Kusjono Gatot (2021) for their research which found results that work discipline has a negative effect on employee performance. Research results related to motivation on employee performance can be proven in the study of Kristianti et al. (2021) that motivation is able to stimulate employee performance, meaning that it has a positive influence. However, based on Hidayat (2021) motivation has no effect on employee performance. Therefore, it is necessary to do research on how these variables are related to the performance problems that arise at PT. Info Cemerlang Andal Nusa.

## **2. LITERATUR REVIEW**

### **2.1 Research Variable**

#### **2.1.1 Compensation**

Compensation according to Shofwani & Hariyadi (2019), is a type of recompense or appreciation given by the firm to its employees, both in monetary terms and in the form of products and services, in order to make them feel appreciated at work. The goal of pay, according to Samsudin in Herawati et al., (2021), is to satisfy financial demands, boost workplace efficiency, progress organizations or businesses, and build expertise.

Compensation is split into two categories by Mulyapradana Aria, Rosewati Tri (2020), namely financial compensation and non-financial compensation. Financial compensation refers to payment made directly to workers in the form of wages, salaries, commissions, bonuses, and other incentives. While non-financial compensation is a component that is given to employees not in the form of money, but benefits or benefits for employee welfare in the form of social security, health insurance, severance pay, pensions, overtime, vacations, even praise and recognition.

#### **2.1.2 Work Discipline**

Discipline according to Syafrina (2021) is an attitude and action that respects and respects each other and obeys the rules made by the company, both written and unwritten, and is able to carry out and accept sanctions if employees violate the rules in the company or agency.

According to Hasibuan in Sanjaya (2021) the indicators of work discipline are, always present on time, always prioritizing the percentage of attendance, having work skills in their field of work, having high morale, having a good attitude, dressing neatly, using office supplies with heart - be careful, follow the way of work determined by the company, and have a high sense of responsibility.

#### **2.1.3 Motivation**

Motivation according to Maslow in Kristianti et al., (2021) asserts that motivation is the providing of a driving force that sparks passion for someone's work, causing them to desire to collaborate, perform well, and put out all of their effort to obtain job satisfaction. Employees will perform better and reach the organization's goals by being motivated at work, which will inspire them to use all of their abilities, knowledge, and skills in carrying out their responsibilities (Arifin, 2020).

#### **2.1.4 Employee Performance**

Performance (work achievement) according to Mangkunegara in Krisnandi (2021) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is very important for the company because it will affect the success of the company (Addina & Nasution, 2022).

This is because employee performance is the main factor in the organization of a company and is an organizational effort in achieving the goals that have been set, as stated by Putri Primawanti & Ali (2022). Therefore, it is important for companies to monitor and improve the performance of their employees so that all employees can work well in order to advance the company.

## **2.2. Research Hypothesis**

### **2.2.1 Effect of Compensation on Employee Performance**

Compensation itself is defined by Veithzal in Saman (2020) as something received by employees as a substitute for contribution services from the services they provide in the company, compensation is one implementation of the Human Resource Management (HR) function which deals with all kinds of awards to individuals in exchange for completing organizational tasks.

Research conducted by Herawati et al. (2021) states that it simultaneously has a significant effect on employee performance. This proves that the greater the compensation given by the company to its employees, the higher the efforts of the employees to improve their performance.

The following is a hypothesis related to Compensation

H1: *Compensation has a significant effect on employee performance*

### 2.2.2 Effect of Work Discipline on Employee Performance

Work discipline is a person's ability to work productively, use time as well as possible so that work is completed on time and work according to applicable rules without violating company rules that have been set. Work discipline will create an orderly work environment and the smooth implementation of tasks, so that optimal results are obtained.

Research conducted by Syafrina (2021) proves that there is a very strong and positive relationship between discipline and employee performance. As Krisnandi (2021) said, this means that the better the employee discipline, the higher the employee performance. The existence of work discipline is very important because in a disciplined work atmosphere an office can carry out the work programs that have been planned (Salam et al., 2021)

The following is a hypothesis related to Work Discipline

H2: *Work Discipline has a significant effect on Employee Performance*

### 2.2.3 Effect of Motivation on Employee Performance

Motivation is the encouragement of employees' feelings to be more enthusiastic about working better than before and continue to provide optimal results in order to achieve an expected goal. The higher the motivation of employees will have a positive impact on the progress of the company and the development of the employees themselves.

In research conducted by Kristianti et al., (2021) stated that motivation has a positive and significant contribution to employee performance. This proves that motivation will encourage employees to complete various tasks according to their responsibilities. A motivated employee will have job satisfaction and high performance, and have a strong desire to succeed in the performance of his employees.

The following is a hypothesis related to motivation.

H3: *Motivation has a significant effect on employee performance*

### 2.3 Research Model

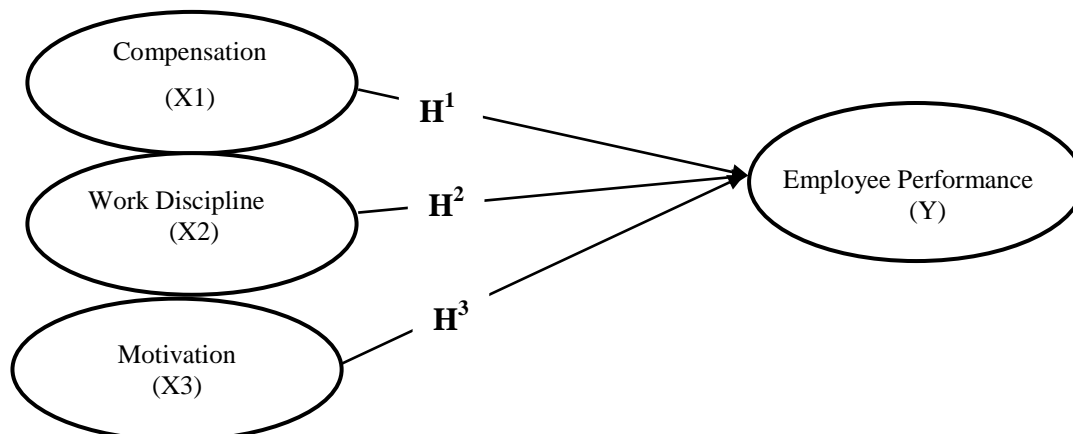


Figure 1. Research Hypothesis Framework

## 3. RESEARCH METODS

The research method used in this study is descriptive quantitative. In this study the authors used the total sampling method, namely the entire employee population of 40 people so that the results obtained were more relevant to the research location. This research will be conducted at PT. Info Cemerlang Andal Nusa Tangerang. The data used in this study is primary data obtained directly from the respondents, through the distribution of questionnaires. The list of statements in this questionnaire includes issues related to compensation, work discipline, and motivation on employee performance. This questionnaire statement was made based on a Likert scale. The Likert scale is a research subject in the form of statements given to respondents.

Data analysis in this study used multiple linear regression analysis to determine the independent variables that have an influence on the dependent variable. Data analysis was carried out with the help of SPSS Statistics for Windows version 23 software. The analysis used in this study was to use data normality test analysis, reliability test and linear regression test.

## 4. RESULT AND DISCUSSION

### 4.1 Descriptive Analysis

Based on the results of the questionnaire distributed to 40 respondents, the general description of respondents based on gender consisted of 17 men with a percentage of 42.5%. Meanwhile, there were 23 female respondents with a percentage of 57.5%. According to the age of 20-25 years, there were 13 people or 32.5%, while employees aged 26-30

years were 11 people or 27.5%, aged 31-35 years were 4 people or 10%, aged 36-40 years were 11 people or 27.5% and employees who are >40 years old are 1 person or 2.5%. As well as respondents based on the education level of SMA (33.3%), Diploma (2.6%), and Bachelor Degree (64.1%). Working period is <1 year for 8 people or 20%, 1-5 years for 16 people or 40% and >5 years for 16 people or 40%.

#### 4.2 Validity Analysis

Validity test used for measure valid or no valid every statement in questionnaire. Instrument is said to be valid if have coefficient validity above 0.3. Validity test results, where all statement items for variable X1 is valid because score r count more big if compared with a critical r value of 0.30. With Thus, then the next process is to do testing reliability.

No	Statement	Person Correlation	Critical Value	Information
1	Q1	0.901	0.30	VALID
2	Q2	0.775	0.30	VALID
3	Q3	0.768	0.30	VALID
4	Q4	0.815	0.30	VALID
5	Q5	0.867	0.30	VALID
6	Q6	0.775	0.30	VALID
7	Q7	0.802	0.30	VALID
8	Q8	0.837	0.30	VALID

**Table 1. Validity Test Compensation**

No	Statement	Person Correlation	Critical Value	Information
1	Q1	0.766	0.30	VALID
2	Q2	0.695	0.30	VALID
3	Q3	0.645	0.30	VALID
4	Q4	0.860	0.30	VALID
5	Q5	0.794	0.30	VALID
6	Q6	0.827	0.30	VALID
7	Q7	0.799	0.30	VALID
8	Q8	0.698	0.30	VALID

**Table 2. Validity Test Discipline Work**

No	Statement	Person Correlation	Critical Value	Information
1	Q1	0.699	0.30	VALID
2	Q2	0.780	0.30	VALID
3	Q3	0.656	0.30	VALID
4	Q4	0.727	0.30	VALID
5	Q5	0.877	0.30	VALID
6	Q6	0.801	0.30	VALID
7	Q7	0.703	0.30	VALID
8	Q8	0.845	0.30	VALID
9	Q9	0.787	0.30	VALID

**Table 3. Validity Test Motivation**

No	Statement	Person Correlation	Critical Value	Information
1	Q1	0.737	0.30	VALID
2	Q2	0.857	0.30	VALID
3	Q3	0.730	0.30	VALID
4	Q4	0.875	0.30	VALID
5	Q5	0.871	0.30	VALID
6	Q6	0.888	0.30	VALID
7	Q7	0.826	0.30	VALID
8	Q8	0.908	0.30	VALID

**Table 4. Employee Performance Validity Test**

Based on results table on showing that all question or instrument on variables Compensation, Discipline Work , Motivation and Employee Performance have more *pearson correlation* big from 0.3 up could stated statement is valid and the data can be next as a research instrument.

#### 4.3 Reliability Analysis

Reliability test used for measure something questionnaire which is indicator from variable or construct. For look for score reliability writer will use Cronbach's Alpha technique. with Cronbach's alpha test. Something variable is said to be reliable if give score cronbach's alpha > 0.60.

Variable	Cronbach Alpha	Score	Information
Compensation (X1)	0,930	>0,80	Reliabel
Work Discipline (X2)	0,217	>0,90	Reliabel
Motivation (X3)	0,895	>0,80	Reliabel
Employee Performance (Y)	0,938	>0,80	Reliabel

**Table 5. Reliability Test Results**

Based on Table 5, it shows that the variables of compensation, work discipline, motivation and employee performance variables have Cronbach alpha values > 0.80, so the research instruments of compensation, work discipline, motivation on employee performance are said to be reliable or reliable to be used as a measuring tool.

#### 4.4 Normality Test

This normality test was carried out using the one sample Kolmogorov Smirnov (K-S) test with the help of SPSS for Windows. The data is said to be normally distributed if the p value > 0.05.

One-Sample Kolmogorov-Smirnov test	Unstandardized residual
Asymp.Sig (2-tailed)	0.084

**Table 6. Data Normality Test Results**

The table above shows that the regression model obtained is normally distributed, where in the Kolmogorov-Smirnov One sample statistic test it can be seen that the probability is significant to the variable. The probability value is 0.084 > 0.05, so it can be concluded that the data in this study are normally distributed.

#### 4.5 Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		

Compensation	.423	2.364
Work Discipline	.964	1.038
Motivation	.414	2.418

**Table 6. Multikolinearitas Test Results**

The results of the data processing above indicate that the tolerance value compensation variable is 0.423 and VIF is 2.364. The work discipline variable has a tolerance value of 0.964 and VIF of 1.038. The motivational variable has a tolerance value of 0.414 and a VIF of 2.418. These three variables have tolerance values  $> 0.1$  and VIF values  $< 10$ . So it can be concluded that the three independent variables do not experience symptoms of multikolinearitas.

#### 4.6 Heteroscedasticity Test (Park Test)

Park's test was carried out with regress residual value (Lnei2) with each variable free (Lnx1 and Lnx2). Uji Park is also a method for see is occur heteroscedasticity or no . In Thing this conducted for strengthen answer previously with use different method . \_

Model	Sig
Compensation	.325
Discipline Work	.755
Motivation	.925

**Table 8. Heteroscedasticity Test Results (Park Test)**

Based on results testing show that dot, dot, dot spread just above or below. Distribution data point is not form pattern. So got concluded that no occur symptom heteroscedasticity.

#### 4.7 Coefficient Test Correlation (R) and Coefficient Test Determination (R2)

Summary models				
Model	R Square	Adjusted R Square	Change Statistics	
			R Square Change	Sig. F Change
1	.810	.794	.810	.000

**Table 9. Correlation and Determination Test Results**

Based on R test results or Coefficient Correlation show score of 0.900 means Compensation (X1), Discipline Work (X2) and Motivation (X3) against performance employees at PT. Info Cemerlang Andal Nusa has strong relationship \_ that is by 90.0%.

The coefficient of determination or R square shows a value of 0.810. This show influence from variable Compensation (X1) Discipline (X2) and Motivation (X3) against variable employee performance (Y) of 81.0%. The rest (100 – 81.0 = 19%) is determined by other factors which are not entered in study this.

#### 4.8 Multiple Linear Regression Test

##### 4.8.1 F test

Through calculations performed \_ with the SPSS program, then comparison Among score  $F_{count}$  with  $F_{table}$  (df =nk) where df = 40-3 = 37 (2.866). F test results get seen in the table below this.

ANOVA

Model	F	Sig
Regression	51,086	.000 <sup>b</sup>
4.2. Dependent Variable : Employee Performance		
4.3. Predictors : (Constant), Compensation, Discipline Work, Motivation		

**Table 10. F Test Results**

From the table above could seen that score the significance of F is  $0.000 < 0.050$  and  $F_{count} > F_{table}$ , ( $51.086 > 2.866$ ), from results data management then could concluded that all variable independent that is variable Compensation (X1) Discipline Work (X2) and Motivation (X3) respectively simultaneous or together take effect significant on employee performance (Y) PT. Info Cemerlang Andal Nusa.

**4.8.2 Partial Test (t test)**

The results of multiple linear regression tests can be seen in the following table:

Model	Coefficients		
	Unstandardized Coefficients	t	Sig
	<b>B</b>		
(Constant)	1.946	2.451	.019
Kompensasi	.642	5.256	.000
Disiplin Kerja	.006	-2.336	.025
Motivasi	.293	3.268	.002

a. Dependent Variabel : Kinerja\_Karyawan

**Table 11. t Test Result**

**4.8.3 Hypothesis Test Results t**

The t test was carried out with the aim of knowing how much influence the independent variables have on the dependent variable partially. Through calculations performed with the SPSS program, the comparison between the calculated t value and the t table value ( $df-1=n-k-1$ ) where  $df-1 = 40-3-1 = 36$  (2.02809).

Based on the results of the t statistical test in the picture above it can be interpreted that:

1. Compensation Variable (X1), the results of testing the hypothesis obtained a t value greater than t table ( $5.256 > 2.02809$ ) with a significance value less than 0.05 ( $0.000 < 0.05$ ). So it can be concluded that the compensation variable has a positive and significant effect on the performance of employees of PT. Info Cemerlang Andal Nusa Tangerang. This means the hypothesis is accepted.
2. Work Discipline Variable (X2), the results of testing the hypothesis obtained a calculated t value that was smaller than the t table value ( $-2.336 > 2.02809$ ) with a significance value greater than 0.05 ( $0.025 < 0.05$ ). So it can be concluded that the Work Discipline variable has a negative and significant effect on the performance of employees of PT. Info Cemerlang Andal Nusa Tangerang. This means the hypothesis is rejected.
3. Motivation Variable (X3), the results of hypothesis testing obtained a calculated t value greater than t table ( $3.268 > 2.02809$ ) with a significance value less than 0.05 ( $0.0002 < 0.05$ ). So it can be concluded that the motivation variable has a positive and significant effect on the performance of employees PT. Info Cemerlang Andal Nusa Tangerang. This means the hypothesis is accepted.

**4.9 Discussion**

**4.9.1 Effect of Compensation (X1) on Employee Performance (Y)**

The results of this study indicate that compensation has a positive and significant effect on the performance of employees of PT. Info Cemerlang Andal Nusa Tangerang. This positive and significant effect indicates that an increase in employee compensation affects an increase in employee performance. These results also support the results of previous research by Yunita & Pratama (2022) which stated that compensation has a positive and significant effect on employee performance. The same thing was stated by Herawati et al (2021) and Dewi R, Saptas (2022) in their research, where there is a very strong and positive relationship between compensation and employee performance, meaning that the better the compensation given to employees, the higher the employee performance that will be produced.

#### 4.9.2 Effect of Work Discipline (X2) on Employee Performance (Y)

The results of this study indicate that work discipline has a negative and significant effect on the performance of employees of PT. Info Cemerlang Andal Nusa Tangerang. This negative and significant effect indicates that an increase in work discipline cannot improve employee performance. These results also support the results of previous research by Suriati (2017) which stated that work discipline has a negative and significant effect on employee performance. In addition, the results of research by Arifin (2020) also state that work discipline has a negative and significant effect on employee performance. This is because with high work discipline, employees feel tension in doing their work, causing discomfort which will affect the decline in employee performance.

#### 4.9.3 Effect of Motivation (X3) on Employee Performance (Y)

The results of this study indicate that motivation has a positive and significant effect on the performance of employees of PT. Info Cemerlang Andal Nusa Tangerang. This positive and significant influence indicates that an increase in employee motivation affects an increase in employee performance. These results also support the results of previous research by Khosasih & Raymond (2021) which states that motivation has a positive and significant effect on employee performance. In addition, the results of research by Umarzana et al (2022) and Dahlia (2022) also stated that motivation has a positive and significant contribution to employee performance, meaning that employees who have high motivation from within can improve performance and produce maximum results.

## 5. CONCLUSION

Based on the results of the research and discussion above, in this study it can be concluded that compensation has a positive and significant effect on employee performance, this is compensation because it can increase work performance, motivation and job satisfaction for employees. Work Discipline has a negative and significant effect on employee performance, this is due to the not optimal work discipline of employees in implementing and complying with company regulations. Motivation has a significant positive effect on employee performance, this is because employees personally have goals in working so that this increases work motivation.

Based on the findings of this study, the advice that researchers can give is that it is hoped that employee discipline needs to be strengthened, this is because the employee's work discipline is not yet optimal in implementing and complying with company regulations so that they cannot improve their performance properly. Companies must always provide proper enthusiasm and appreciation to ensure employees have high morale. Company performance can be increased by empowering employees by enforcing good regulations and providing more intense motivation. For future researchers, it is hoped that they will examine or obtain other factors that influence employee performance in order to obtain more accurate results and be able to develop research.

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