



The Influence of Compensation, Motivation, and Work Discipline on Employee Performance

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ABSTRACT: This study aims to analyze the effect of compensation, motivation, and work discipline on employee performance. The population of this study were all employees of PT Diamond Cold Storage which amounted to 80 people. The sampling technique in this study is a saturated sample or census because the entire population is used as a research sample. Research data collected through questionnaires that have been tested for validity and reliability. The results showed that compensation has a positive and significant effect on employee performance, meaning that the better the compensation provided, the more it will improve employee performance, motivation has a positive and significant effect on employee performance, meaning that the higher the motivation provided, the more it will improve employee performance, work discipline has a positive and significant effect on employee performance, meaning that the better the application of work discipline in the company, the more it will improve employee performance; and Compensation, motivation, and work discipline simultaneously have a significant effect on employee performance. The better the compensation, motivation, and implementation of work discipline together, the more it will improve overall employee performance. Policy Implications The company needs to formulate human resource policies related to the compensation system, motivation, and enforcement of work discipline so that employee performance can be optimized and company goals achieved.

Keywords: Compensation, Motivation, Work Discipline, Employee Performance



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INTRODUCTION

Employee performance is a key factor that determines the success and competitiveness of the company (Ogbonnaya & Valizade, 2018). Therefore, every company needs to identify and manage various factors that affect employee performance. Several previous studies have found that compensation (Riley, 2021); (Koch et al., 2019), motivation (Lazaroiu, 2015); (Kanfer et al., 2017), and work discipline (Nguyen et al., 2017); (Elshout et al., 2013) have a positive effect on improving employee performance.

Fair and reasonable compensation is important to increase employee satisfaction and retention ([Riley, 2021](#)). Compensation also encourages employees to work more productively to maximize the rewards they receive ([Koch et al., 2019](#)). Meanwhile, both intrinsic and extrinsic work motivation is needed so that employees remain passionate about their work ([Lazaroiu, 2015](#)). In addition, the implementation of a reward and punishment system is also effective for creating a disciplined work environment ([Nguyen et al., 2017](#)). These three factors are simultaneously and partially proven to have an effect on employee performance ([Elshout et al., 2013](#)).

Compensation has been found to have a significant effect on employee performance across various studies. ([Wahyuddin, 2021](#)) showed that compensation positively and significantly impacts employee performance, as fair and attractive compensation packages motivate employees and make them feel valued. This drives them to reciprocate with higher performance and productivity. Similarly, ([Tanjung, 2021](#)) concluded that compensation has the strongest influence on employee performance compared to other factors like career development and work discipline. However, ([Herusetya, 2020](#)) notes that while financial compensation is important, non-financial compensation in terms of recognition and appreciation can also greatly boost morale and performance. Ultimately, ([Rachmawati, 2019](#)) states that organizations must develop compensation systems aligned with their objectives and strategy to incentivize goal-congruent behaviors from employees. An effective compensation plan along with fair administration of rewards can elicit employee commitment and high quality performance ([Atatsi et al., 2019](#); [Miao et al., 2022](#); [Putra, 2021](#)).

An issue that often develops in a company is the role of human resources which has a very important and strategic position in the company to achieve goals. Human Resources are very important for companies in managing, organizing, and utilizing employees, so that they can function productively to achieve company goals. Human Resources as the driving force of the company in achieving its goals, so the company's efforts in encouraging employees to work better must continue to be done with the employees who work well, it is hoped that good work results will also be achieved by employees in carrying out their duties in accordance with the responsibilities given to them ([Abualoush et al., 2018](#); [Kim et al., 2015](#); [Lee & Raschke, 2016](#)).

In increasing employee productivity, motivation in the form of material or awards needs to be given, one of which is by providing compensation. Compensation given to employees as a reward for the work and responsibilities given to the company. compensation is a form of appreciation given by the company to employees who have helped the process of running a company. The compensation provided is expected to be a motivation in producing the best output and working productively so that the company makes a profit. According to ([Suprihatin & Gunarda, 2019](#)) compensation is a reward given by the company to employees, which can be physical or non-physical, in a fixed period. A good compensation system will provide satisfaction for employees because they feel that the work they do is good.

Motivation has been widely shown to positively impact employee performance in organizations. According to ([Hanaysha, 2016](#)), employee motivation serves as a crucial driver that stimulates passion, direction and persistence in aligning employee goals with organizational objectives. Intrinsically motivated employees tend to show greater commitment, creativity and performance

in their tasks ([Rutherford, 2022](#)). Furthermore, motivated employees exhibit lower turnover intention, absenteeism and higher productivity ([Sundi, 2013](#)). However, ([Amran, 2021](#)) caution that the type of motivation also matters - intrinsic motivation elicits greater engagement and performance compared to just extrinsic rewards. Ultimately, organizations must develop holistic motivational frameworks that incorporate elements like empowerment, recognition, autonomy and growth opportunities to sustain employee performance ([Mangi, 2015](#)). Continually evaluating and enhancing motivational determinants can thus help drive an organization's success and competitiveness.

Paying attention to employee work discipline is one form of company effort in improving employee performance. A company not only wants employees who have a great willingness to work but also wants employees who have a great awareness of work discipline. Work discipline is an attitude, behavior, and actions that are in accordance with the rules of a company in written form or not.

Good management of work discipline can result in employee compliance with the rules made by the company which aims to improve the performance of its employees. For this reason, company leaders need to observe the behavior and actions taken by employees while working, discipline is an awareness based on self-will to obey all regulations made by the company, agency or organization and applicable social norms ([Jufrizen, 2018](#)). The progress of a company depends on the quality of human resource performance in the company. Performance is the result of an employee's work in doing work. Human resource performance is the work that has been achieved by an employee for the work they do according to their responsibilities in a company.

Work discipline has a pronounced impact on employee performance outcomes. According to ([Simamora, 2021](#)), work discipline directly affects employee performance as it cultivates productive work behaviors like punctuality, responsibility and conformity to rules. Employees with higher work discipline demonstrate greater competence, meet formal performance standards and contribute more to organizational goals ([Raharjo, 2022](#)). However, ([Arif, 2021](#)) found that while stricter disciplinary measures can minimize undesirable behaviors, excessive control mechanisms can restrict employee autonomy and diminish intrinsic motivation. As such, organizations must strike a balance between structure and flexibility while designing disciplinary frameworks aligned with performance objectives ([Turab, 2020](#)). An optimal level of work discipline can elicit employee commitment, compliance and high quality performance outcomes ([Annisa, 2021](#)). Ultimately, supervisory enforcement and just disciplinary procedures are key to ensuring employee adherence to standards while preventing attrition.

The facts that occur at PT Diamond Cold Storage (Diamond), a company that stands in the MM2100 area which is engaged in manufacturing which of course has employees as company assets that must be considered. Many employees who excel in the company, but the problems faced by the company are related to compensation where employees feel there is injustice. The injustice is because the salaries of old employees and new employees are not seen from the results of their work but based on the assessment of the leadership. Because the leadership in the company has its own assessment of all employees, which makes employees less motivated to work and less disciplined in their work. Another problem is related to overtime pay, where the overtime pay

given is not in accordance with the number of overtime hours set by the company. As a result of the injustice felt by employees, it will have an impact on the lack of maximum employee performance. So that the work done by employees does not meet company expectations.

Based on this description, this study aims to analyze the effect of compensation, motivation, and work discipline on employee performance in a company. Similar research has been conducted on bank employees (Utami & Nerdy, 2020), nurses (Djati & Khusaini, 2003), and civil servants (Kurniawan & Yuniarsih, 2019). However, research on different subjects and locations is still needed to strengthen the generalizability of the study results.

METHOD

This research uses a quantitative approach with a survey method. The population of this study were all employees of PT Diamond Cold Storage which amounted to 80 people. The sampling technique in this study is a saturated sample or census because the entire population is used as a research sample. Research data collected through questionnaires that have been tested for validity and reliability. Data was collected by distributing questionnaires containing statements regarding compensation, motivation, work discipline and employee performance. The questionnaire was made using a Likert scale of 1-5 and distributed to respondents via Google Form. Before hypothesis testing is carried out, the collected data will be tested for validity and reliability first to ensure that the items on the questionnaire are valid and reliable. Furthermore, the data is analyzed using SPSS. Selection of SPSS analysis because it is more flexible in terms of sample size and data distribution. This study aims to determine the effect of compensation, motivation and work discipline both partially and simultaneously on the performance of employees of PT Diamond Cold Storage. The results of this study are expected to provide an overview of the company regarding important factors determining employee performance, so that it can be used as a consideration in making decisions related to human resources in the company.

RESULT AND DISCUSSION

Validity Test

Table 1. Validity Test Results

Variabel	Statement	r count	r table 5%	Description
Compensation	C1	0,813	0,219	Valid
	C2	0,844	0,219	Valid
	C3	0,780	0,219	Valid
	C4	0,715	0,219	Valid
	C5	0,696	0,219	Valid

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	C6	0,667	0,219	Valid
	C7	0,730	0,219	Valid
Motivation	M1	0,840	0,219	Valid
	M2	0,841	0,219	Valid
	M3	0,767	0,219	Valid
	M4	0,847	0,219	Valid
	M5	0,790	0,219	Valid
	M6	0,734	0,219	Valid
	M7	0,736	0,219	Valid
	M8	0,747	0,219	Valid
Work Discipline	W1	0,846	0,219	Valid
	W2	0,844	0,219	Valid
	W3	0,831	0,219	Valid
	W4	0,829	0,219	Valid
	W5	0,881	0,219	Valid
	W6	0,864	0,219	Valid
Employee Performance	E1	0,818	0,219	Valid
	E2	0,834	0,219	Valid
	E3	0,816	0,219	Valid
	E4	0,824	0,219	Valid
	E5	0,774	0,219	Valid
	E6	0,824	0,219	Valid
	E7	0,822	0,219	Valid
	E8	0,794	0,219	Valid

Source: Data processed (2023)

The validity test can be said to be valid or not if the calculated r value is positive and the calculated r value is > 0.219 (r table value), then the item is declared valid. If the calculated r value is negative and the calculated $r < 0.219$ (r table value), then the statement item is invalid. The calculated R can be seen in the corrected item column – Total Correlation.

Reability Test

Tabel 2. Hasil Uji Reabilitas (X1)

Cronbach's Alpha	N of Items
.871	7

Source: Data processed (2023)

Based on table 2, the results of statistical reliability tests, 7 statement items have an alpha coefficient, $r = 0.852$, so the measurement of the level of reliability is included in the Cronbach Alpha value above 0.60, which means reliable.

Table 3. Reliability Test Results (X2)

Cronbach's Alpha	N of Items
.912	8

Source: Data processed (2023)

Based on table 3 above, the results of statistical reliability tests, 8 statement items have an alpha coefficient, $r = 0.897$, so the measurement of the level of eating reliability is included in the Cronbach Alpha value above 0.60, which means reliable.

Table 4. Reliability Test Results (X3)

Cronbach's Alpha	N of Items
.922	6

Source: Data processed (2023)

Based on table 4 above, the results of statistical reliability tests, the 6 statement items have an alpha coefficient, $r = 0.903$, so the measurement of the level of reliability is included in the Cronbach Alpha value above 0.60, which means reliable.

Table 5. Reliability Test Results (Y)

Cronbach's Alpha	N of Items
.926	8

Source: Data processed (2023)

Based on table 5 above, the results of statistical reliability tests, 8 statement items have an alpha coefficient, $r = 0.909$, so the measurement of the level of reliability is included in the Cronbach Alpha value above 0.60, which means reliable.

Classic Assumptions Test

Normality Test

Table 6. Normality Test Results

Unstandardized Residual		
N		80
Normal Parameters ^{a,b}	Mean	.0000000

	Std. Deviation	2.82254444
Most Extreme Differences	Absolute	.076
	Positive	.071
	Negative	-.076
Test Statistic		.076
Asymp. Sig. (2-tailed)c		.200d

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Data processed (2023)

From table 6 above, the significance value obtained from Kolmogorov-Smirnov is 0.200. Because the significance value is greater than 0.05, it can be concluded that the residual value is normally distributed.

Multicollinearity Test

Table 7. Multicollinearity Test Results

Model	Tolerance	Collinearity Statistics	
			VIF
1	X1	.286	3.497
	X2	.247	4.056
	X3	.229	4.359

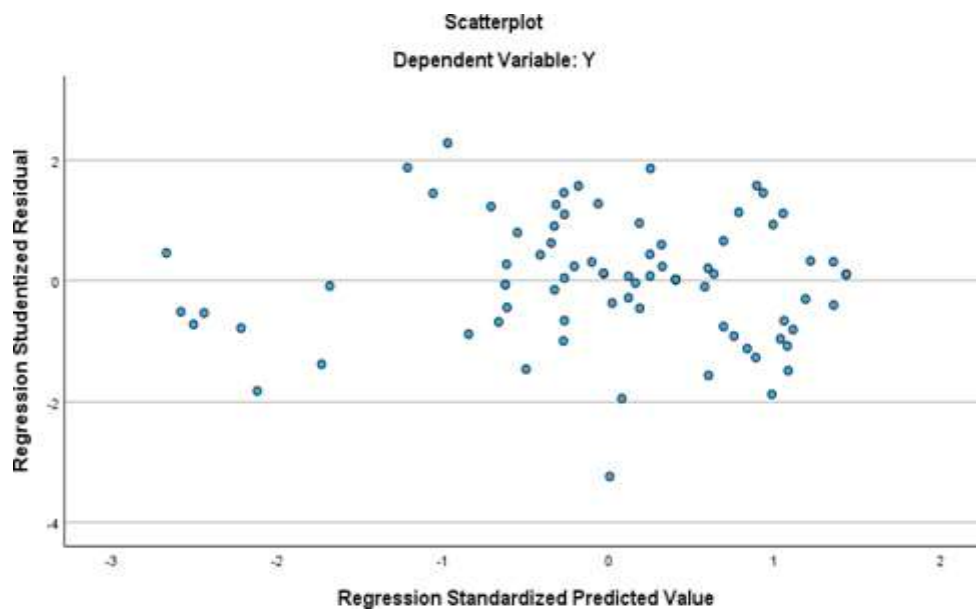
- a. Dependent Variable: Y

Source: Data processed (2023)

Based on table 7 above, it shows a tolerance number > 0.10 and has a VIF value < 10.00, thus it can be concluded that there is no multicollinearity between the independent variables compensation, motivation, and work discipline on the dependent variable performance.

Heteroscedasticity Test

Figure 2. Heteroscedasticity Test Results



Source: Data processed (2023)

From Figure 2 you can see the dots are spread randomly. It does not form a clear pattern, and is spread both above and below the number 0 (Zero) on the Y axis, so heteroscedasticity does not occur.

Hypothesis Test

T Test

Table 8. T Test Results

Coefficients ^a						
Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	
						(Constant)
1	X1	,303	,141	,152	2,153	,033
	X2	,527	,083	,514	6,353	,000
	X3	,538	,104	,432	5,155	,000

a. Dependent Variable: Y

Source: Data processed (2023)

According to the data in table 8 above, the sig value of X1 = 0.033 and t = 2.153. for sig, X2 = 0.000 and t = 6.353. for sig From the partial T test table, the conclusion is that compensation (X1)

calculated t value is $2.153 > t$ table value 1.665 and obtained a sig value of $0.033 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that Hypothesis I states that there is a significant influence of compensation on employee performance at PT. Diamond Cold Storage is acceptable. Motivation (X2) calculated t value $6.353 > t$ table value 1.665 and obtained a sig value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. It can be concluded that Hypothesis II states that there is a significant influence of motivation on employee performance at PT. Diamond Cold Storage is acceptable. Work Discipline (X3) calculated t value $5.155 > t$ table value 1.665 and obtained a sig value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. It can be concluded that Hypothesis III states that there is a significant influence of Work Discipline on PT Employee Performance. Diamond Cold Storage is acceptable.

F test

Table 9. F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4506,090	3	1502,030	181,008	,001 ^b
1 Residual	630,660	76	8,298		
Total	5136,750	79			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Data processed (2023)

Based on table 9, it is known that the Fcount value is 181.008 and the Ftable value is 3.112 or F-count $181.008 > 3.112$ F-table and the significant value is $0.001 < 0.05$. So it can be concluded that the Compensation variable (X1), Motivation variable (X2), and Work Discipline (X3) simultaneously have a positive and significant effect on Employee Performance (Y) at PT. Diamond Cold Storage.

Coefficient of Determination Test (R²)

Table 10. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937 ^a	,877	,872	2,88065

a. Predictors: (Constant), X3, X1, X2

Source: Data processed (2023)

The statement of determination is used to show how much the percentage value of the independent variables, namely compensation, motivation, and work discipline, together explains the variance of the dependent variable, namely Employee Performance. The results of the multiple linear regression analysis test show that the coefficient of determination is 87.7%. This value shows that 93.7% of employee performance is influenced by compensation, motivation and work discipline, while the remaining 12.3% is influenced by other variables not examined in this research.

Compensation Affects Performance

The research results explain that compensation is able to contribute to improving employee performance. Compensation is an important thing that can influence employee performance in a company. Providing adequate and fair compensation can increase job satisfaction and motivate employees to improve their performance (Riley, 2022). Results of a longitudinal study of 8,933 workers in Germany by (Koch et al., 2021) found that increasing wages is positively correlated with increasing worker performance. Direct financial compensation such as salary and bonuses as well as indirect compensation such as insurance and leave have an effect on employee work results. Competitive compensation makes employees feel cared for and appreciated for their contributions by the company. This motivates them to work harder and more productively in order to achieve maximum performance (Riley, 2022). On the other hand, providing compensation that is not commensurate with the employee's workload and responsibilities can have a negative impact. Employees will feel dissatisfied and motivated to look for another job that provides better compensation (Koch et al., 2021). Therefore, compensation program design must consider internal and external aspects in order to increase employee retention and performance.

Motivation Affects Performance

The research results explain that motivation can contribute to improving performance. Employee work motivation is very important to improve performance in the company. Employees who are intrinsically and extrinsically motivated tend to have better performance (Kanfer et al., 2022). The results of a study on 163 banking employees in Pakistan show that motivation has a positive and significant effect on performance (Ali & Farooqi, 2014). Several factors that influence employee motivation levels include fair salaries, a conducive work environment, good interpersonal relationships, and career development opportunities. Providing appropriate motivation such as praise, rewards for performance, and interesting work challenges can increase job satisfaction and encourage employees to perform better (Kanfer et al., 2022). On the other hand, employees who are less motivated tend to work minimalistically and are less productive. This is because they feel dissatisfied with their work or environment (Ali & Farooqi, 2014). Therefore, it is important for companies to design effective motivation programs to improve employee performance and productivity.

Work Discipline Affects Performance

The research results explain that work discipline is able to contribute to improving performance. Work discipline is crucial for improving employee performance in the company. Employees who have high work discipline are proven to be able to achieve more optimal performance (Basu et al., 2017). The results of research on 150 bank employees in India revealed that work discipline has a

positive and significant effect on individual performance ([Dixit & Gupta, 2020](#)). Some indicators of good work discipline include being present on time, doing work according to procedures, following company rules, and completing tasks effectively and efficiently. By enforcing work discipline regulations, companies can increase employee productivity ([Basu et al., 2017](#)). Meanwhile, a lack of work discipline has the potential to have a negative impact on the quality and quantity of work results. Therefore, companies are advised to design work discipline policies that are fair and wise. Apart from that, implementing rewards and punishment is also needed so that disciplined behavior is embedded in every employee ([Dixit & Gupta, 2020](#)). Thus, increasing work discipline in aggregate contributes positively to achieving the company's vision and mission.

Compensation, Motivation and Work Discipline Affects Performance

Compensation, motivation and work discipline together have a positive effect on improving employee performance in the company. Providing adequate compensation and motivation accompanied by enforcing good disciplinary rules has been proven to be able to increase employee productivity and quality of work ([Utami & Nerdy, 2020](#)). Fair and appropriate financial and non-financial compensation encourages employees to work optimally in order to provide maximum contribution to the company. Meanwhile, various forms of intrinsic and extrinsic motivation are also needed to raise work enthusiasm. Furthermore, strict but wise work discipline rules are the foundation for the formation of consistent and responsible work behavior among employees ([Umar & Asmawi, 2022](#)). These three factors complement each other. Without any of these factors, it is likely that companies will have difficulty increasing organizational capabilities and competitiveness.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that compensation, motivation and work discipline simultaneously have a positive and significant effect on employee performance. Adequate and fair financial and non-financial compensation is very important to increase satisfaction and encourage employees to work more optimally. Apart from that, various forms of motivation, both intrinsic and extrinsic, are also needed so that employees remain enthusiastic and enthusiastic in carrying out their duties. Meanwhile, the application of disciplined rules and regulations is the foundation for the formation of employee work ethics and responsibility in achieving performance targets. These three factors complement and strengthen each other in determining employee performance in a company. Future research should involve more samples and other independent variables such as work environment, organizational culture, leadership, and so on. It is hoped that research with broader dimensions will be able to provide more comprehensive results regarding the key factors that influence employee performance in companies. Further research can also use a combination of quantitative and qualitative methods to obtain a deeper and more complete understanding.

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