The Effect of Work Discipline, Motivation, And Compensation on Employee Performance at CV. Diandra Putra Pratama Surabaya City

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Abstract:

This research aims to examine the effects of work discipline, motivation, and compensation on employee performance at CV. Diandra Putra Pratama, Surabaya. An associative research design with a quantitative approach was utilized, employing a nonprobability sampling technique with saturated sampling. The sample consisted of 30 employees. Data analysis was conducted using multiple regression analysis. The findings indicate that work discipline, motivation, and compensation collectively have a significant impact on employee performance. However, when examined individually, only the motivation factor shows a significant positive effect on employee performance, whereas work discipline and compensation do not significantly influence employee performance.

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

1. Introduction

Every company has a variety of resources to support the achievement of predetermined goals. One of the crucial resources in a company is human resources, which are central in running the company's operations and facing global business competition (Suryanti & Hidayat, 2022). Therefore, companies need quality human resources to achieve their goals and success. The success achieved by a company largely depends on the performance of its employees. Companies with employees who perform well can increase output in terms of both quality and quantity, thus supporting the achievement of company goals.

To improve employee performance, companies need to focus on factors such as work discipline, motivation, and compensation. Higher levels of these factors are correlated with increased employee performance. This is supported by research conducted by Oktafianto and Baihaqi (2021) and Firdaus et al. (2023), which found that work discipline, motivation, and compensation significantly affect employee performance.

Employees with high work discipline contribute to the achievement of company goals by increasing work enthusiasm. Work discipline is essential in improving employee performance as it fosters better relationships between leaders and employees and

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instills awareness of the importance of adhering to organizational rules (Rukhayati, 2018). Previous research by Husain (2017) and Suryanti and Hidayat (2022) also confirms that work discipline positively and significantly affects employee performance.

Motivation is another critical factor, as it drives individuals to perform their jobs well. Leaders play a vital role in providing positive motivation to employees, which in turn enhances their performance and helps achieve company goals. Research by Erri and Fajrin (2018) and Utami, Natsir, and Risnawari (2020) demonstrates that motivation has a significant effect on employee performance.

Compensation is also crucial because it can influence employee performance in achieving company goals. Fair and adequate compensation leads to increased employee performance, as highlighted by Fauzan and Poerwita (2020) and Oktafianto and Baihaqi (2021), who found that compensation positively and significantly affects employee performance.

CV. Diandra Putra Pratama is a business entity engaged in construction services with experience in completing national projects. To successfully complete these projects, the company requires employees with optimal performance. However, recent data on employee absenteeism at CV. Diandra Putra Pratama from June 2023 to September 2023 shows fluctuating absenteeism rates, with a significant increase in September. This may be due to low levels of employee discipline and motivation, as well as inadequate compensation, leading to decreased employee performance.

It is crucial to address these issues to prevent a decline in employee performance. Therefore, the objectives of this research are to determine whether work discipline, motivation, and compensation have a significant simultaneous effect on employee performance, to assess the partial effect of work discipline on employee performance, to examine the partial effect of motivation on employee performance, and to investigate the partial effect of compensation on employee performance at CV. Diandra Putra Pratama, Surabaya City.

2. Theoretical Background

Human Resources
According to Hasibuan (2019) human resource management is a discipline related to individuals who act as employees by working effectively and efficiently to achieve the goals of the company, employees, and society. Human resources are one of the most important figures because they are the key to success in every company (Syamsir, *et al*., 2018). Human resources must continue to be trained and guided in developing their abilities to productively drive the company (Susan, 2019).Susan, 2019). It can be interpreted that human resources are individuals who must be trained in their abilities because they have a major influence in supporting the success of the company.

Work Discipline

According to Hasibuan (2019) work discipline is the willingness and awareness of individuals to follow existing social rules and norms. Work discipline is an important factor in realizing company goals because it can motivate employees to be more productive by applying it in themselves. Work discipline can be interpreted as a way for managers to communicate with employees to increase awareness in obeying the rules and policies that apply in the company. (Istifadah & Santoso, 2019). In a company, every human resource must have a good disciplinary attitude, because if not, it will prevent the company from improving the performance of its employees, so that company goals cannot be achieved.

Motivation

To be able to improve employee performance, company leaders need to motivate their employees. Motivation is an action within a person in the form of encouragement to do their job well. (Sari, 2022). Motivation can occur if there are unmet needs in a person. Hasibuan (2019) suggests that motivation is about how to motivate employees to strive to achieve high productivity in achieving company goals. If employees are motivated, then employees can work optimally by trying hard to complete their work.

Compensation

Providing compensation can also utilize human resources to have optimal performance. The company compensates its employees in the form of money or goods, either directly or indirectly, as a reward for their contribution to the company (Hasibuan, 2019). The compensation given must be in line with the work of employees who have been achieved in completing their duties. If the company can manage compensation well, employees will be more productive so that the company does not lose employees, because each employee has goals and interests in working for the company. (Istifadah & Santoso, 2019).

Employee Performance

The success achieved by the company rests on the performance carried out by employees. Performance is defined as work done by an employee or a group according to the duties and responsibilities carried out in the company (Sedarmayanti, 2018). Employee performance is measured based on standards or criteria imposed in the company that employees achieve as work achievements (Tamping, et al. 2020). (Tamping, *et al.* 2020). Meanwhile, according to Hasibuan in Suryanti and Hidayat (2022) employee performance is the result of work that includes aspects of quality and quantity achieved by employees when completing tasks in accordance with their responsibilities. Companies that have employees with good performance can increase output in terms of quality and quantity, so that they can support the achievement of company goals.

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

Employee performance is defined by Mangkunegara (2017) as the work produced by workers in the form of quantity and quality that can be done well in accordance with their responsibilities. In research conducted by Firdaus, *et al.* (2023) stated that from the results of the F test, it is known that work discipline, motivation, and compensation simultaneously have a significant effect on employee performance.

The Effect of Work Discipline on Employee Performance

According to Hasibuan (2019)According to Hasibuan (2019), discipline can be defined as an individual's awareness and commitment to comply with all company regulations and applicable social regulations. Employees who have high discipline can increase their enthusiasm in working to achieve company goals. Research conducted by Husain (2017) stated that work discipline has a positive and significant effect on employee performance.

The Effect of Motivation on Employee Performance

Motivation, according to Hasibuan in Purnomo (2017), is the drive that encourages people to work together, work optimally, and combine all efforts to meet needs. Maslow's theory ranks needs from lowest to highest. Research results Erri and Fajrin (2018) stated that motivation has a significant effect on employee performance.

Effect of Compensation on Employee Performance

Compensation, according to Hasibuan (2019), refers to all types of income, both monetary and in-kind, in return for employees' contributions to the company. This income is considered compensation because of the attachment of cooperation, job satisfaction, effective procurement, motivation, stability, discipline, and the impact of labor unions and government. Research conducted by Fauzan and Poerwita (2020) shows that compensation has a significant effect on employee performance.

Hypothesis

H_1 : Work Discipline, Motivation, and Compensation simultaneously have a significant effect on Employee Performance CV. Diandra Putra Pratama.

H_2 : Work Discipline partially has a significant effect on Employee Performance CV. Diandra Putra Pratama.

H_3 : Motivation partially has a significant effect on employee performance CV. Diandra Putra Pratama.

H_4 : Compensation partially has a significant effect on employee performance CV. Diandra Putra Pratama

3. Methodology

This study uses associative research with a quantitative approach which aims to determine the effect of the independent variable on the dependent variable. The population in this study were all employees of CV. Diandra Putra Pratama with a total of 30 people. The sampling technique used was nonprobability sampling with a

saturated sampling technique that made the entire population a research sample, namely employees of CV. Diandra Pratama Surabaya with a total of 30 people. Data collection was carried out by distributing questionnaires containing questions related to indicators in variables to collect employee information. Variable measurement uses a Likert scale with a rating of 5 in the study, where score 1 states strongly disagree, score 2 states disagree, score 3 states neutral, score 4 states agree, and score 5 states strongly agree. (Sugiyono, 2019). The data analysis technique uses Data Quality Test, Multiple Linear Regression Analysis, Simultaneous Test and Partial Test.

Data Quality Test
a. Validity Test
The validity test was carried out to determine the feasibility of the statement of each variable used in the questionnaire. If the resulting correlation value r count> r table with a significance level of 5% or 0.05, it is declared valid.

b. Reliability Test
The reliability test is carried out to measure the consistency of the research measuring instrument if it is carried out repeatedly on the available items. It is said to be reliable if the *Cronbach's alpha* value is more than 0.6.

Multiple Linear Regression Analysis
Multiple linear regression analysis is performed to determine the relationship between the independent variable and the dependent variable. In model building, statistical analysis is used to project the value and direction of the correlation of Y in cases where X increases/decreases. To ensure the correctness of the hypothesis, we can use the following calculation formula:

$$Y = \alpha + \beta_1 . X_1 + \beta_2 . X_2 + \beta_3 . X_3 + \varepsilon$$

Description:
Y   = Employee Performance
α = Constant
β_1, β_2 = Regression Coefficient
X1   = Work Discipline
X2   = Motivation
X3=   Compensation
ε = Standard Error (Confounders)

Simultaneous Test (F Test)
The F test aims to prove that the independent variables work simultaneously can affect (fully) the dependent variable. The hypothesis is declared accepted if the F_{count} value ≤ F_{tabel} at a significance level of 5% or 0.05 (Ghozali, 2019).

Partial Test (T Test)
The T test aims to test each independent variable can affect the dependent variable. The hypothesis is declared accepted if the value of the t_{count} value ≤ t_{tabel} at a significance level of 5% or 0.05 (Ghozali, 2019).

Operational Definition

1. Work Discipline (X)₁

Work discipline is an employee action that refers to the obedience set by the company (Azmy & Asmara, 2020). Indicators used in work discipline variables (Sutrisno, 2017)include:

a. Adhering to Time Rules

Judging from the hours of entry and return of employees, as well as the completion of work carried out by employees on time.

b. Obeying Company Rules

Judging from how obedient employees are in obeying the rules in the company, such as rules for completing work, how to dress, and behavior at work.

c. Abiding by the Rules of Conduct within the Company

Judging from the behavior of employees to colleagues and doing work according to their responsibilities.

d. Comply with Other Company Regulations

Reviewed from written and unwritten rules that employees may or may not do in the company.

2. Motivation (X)₂

Motivation is an internal drive that creates employee morale in completing their work. (Sari, 2022). The indicators used in the motivation variable use Maslow's hierarchy of needs theory (Saraswati & Huda, 2020), as follows:

a. Physiological Needs

The most basic needs are clothing, food and shelter.

b. Security Needs

The need to feel safe and secure at work.

c. Social Needs

The need to interact with fellow employees, feeling respected and accepted in a group.

d. Appreciation Needs

The need to be valued and have favorable views from others.

e. Self-Actualization Needs

The need to increase one's potential in accordance with what is desired.

3. Compensation (X)₃

Compensation is the income that employees get for the services provided to the company that can affect their performance (Santika, *et al.,* 2019). Indicators used in compensation variables (Afandi, 2018), as follows:

a. Wages and Salaries

Wages are pay rates calculated on an hourly basis, while salaries are pay given as a rate with a weekly, monthly, or annual period.

b. Incentives

Incentives are bonuses given by the company in addition to wages and salaries.

c. Allowances

Benefits are facilities that can be in the form of health and life insurance, holiday allowances, pension programs, etc. related to workers.

d. Facilities

Perks can include an official car, membership in a group, special parking spaces, etc. that can represent compensation, especially for highly paid executives.

4. **Employee Performance (Y)**

Employee performance is the work achieved by employees in completing work according to the specified time (Bernardin & Russel in Kusdiyaningrum, 2019). Kusdiyaningrum, 2019). Indicators used in employee performance variables (Khaeruman, 2021), as follows:

a. Quality

Quality can be measured by employee output and the level of work completion that is perfect in accordance with the capabilities and expertise of employees.

b. Quantity (Amount)

Quantity can be calculated from the amount of work completed by employees.

c. Time

Time is used as a reference for employees in completing work so that it is completed on time.

d. Cooperation

Cooperation is carried out to complete the assigned work in groups by maximizing employee benefits and productivity

4. Empirical Findings/Result

To determine how much influence the dependent variable, namely work discipline, motivation, and compensation on the independent variable, namely, employee performance. Research data were collected using a Likert scale instrument. Data processing using SPSS 25 application with the following results:

Data Quality Test
A. Validity Test
The following are the results of validity test data processing in Table 2:

Table 1. Validity Test Results

Variables	Statement	Correlation Coefficient	Sig.	r_{tabel}	Description
Work Discipline (X)$_1$	X1_1	0,768	0,000	0,361	VALID
	X1_2	0,762	0,000	0,361	VALID
	X1_3	0,762	0,000	0,361	VALID
	X1_4	0,648	0,000	0,361	VALID
	X1_5	0,684	0,000	0,361	VALID
Motivation (X)$_2$	X2_1	0,703	0,000	0,361	VALID
	X2_2	0,866	0,000	0,361	VALID
	X2_3	0,587	0,000	0,361	VALID
	X2_4	0,725	0,000	0,361	VALID
	X2_5	0,824	0,000	0,361	VALID
Compensation (X)$_3$	X3_1	0,897	0,000	0,361	VALID
	X3_2	0,906	0,000	0,361	VALID

	X3_3	0,857	0,000	0,361	VALID
	X3_4	0,817	0,000	0,361	VALID
	X3_5	0,861	0,000	0,361	VALID
Employee Performance (Y)	Y_1	0,604	0,000	0,361	VALID
	Y_2	0,721	0,000	0,361	VALID
	Y_3	0,753	0,000	0,361	VALID
	Y_4	0,617	0,000	0,361	VALID

It is known from the table presented, that the statements on each variable are declared valid because the value of r count> r table.

B. Reliability Test

The following are the results of the reliability test data processing in Table 3:

Table 2. Reliability Test Results

Variables	*Cronbach's Alpha*	Description
Work Discipline (X1)	0,791	Reliable
Motivation (X2)	0,796	Reliable
Compensation (X3)	0,917	Reliable
Employee Performance (Y)	0,605	Reliable

It is known from the table presented, that the *Cronbach's alpha* value on each variable is more than 0.6 so that the measuring instrument used is declared reliable.

Multiple Linear Regression Analysis

Multiple linear regression analysis is performed to determine the relationship between the independent variable and the dependent variable. The following are the results of multiple linear regression analysis data processing in Table 4:

Table 3. Multiple Linear Regression Analysis Results

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.572	2.404		3.981	.000
	Work Discipline	.079	.130	.116	.611	.547
	Motivation	.289	.133	.536	2.174	.039
	Compensation	-.025	.096	-.058	-.258	.799

a. Dependent Variable: Employee Performance

It is known from the table presented, that the multiple linear regression equation on the functional relationship between the independent variable and the dependent variable is formulated as follows:

$$Y = 9.572 + 0.079X_1 + 0.289X_2 + (-0.025)X_3$$

The result of the resulting constant value is 9.572, which means that if variable X is zero (constant), the value of variable Y will increase by 9.572. The resulting coefficient value of variable X_1 is 0.079, which means that every increase in variable X_1 there will also be an increase in variable Y. The resulting coefficient value of variable X_2 is 0.289, which means that every increase in variable X_2 there will also be

an increase in variable Y. The resulting coefficient value of variable X_3 has a negative value of -0.025, which means that every decrease in variable X_3 , the value of variable Y decreases.

F Test Results
The F test serves to test the effect on the independent variables together on the dependent variable. The following are the results of multiple linear regression analysis data processing in Table 5:

Table 4. F Test Results

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.979	3	10.660	4.107	.016ᵇ
	Residuals	67.488	26	2.596		
	Total	99.467	29			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Compensation, Work Discipline, Motivation

It is known from the table above, that the value of Fhitung> F$_{tabel}$ is 4.107> 2.98 at the 5% significance level, so H$_0$ is rejected. So that simultaneously the Work Discipline variable (X_1), Motivation (X_2), Compensation (X_3) has a significant effect on the Employee Performance variable (Y).

T Test Results
The T test serves to determine the effect of each independent variable on the dependent variable. The following are the results of multiple linear regression analysis data processing in Table 6:

Table 5. T Test Results

Coefficientsᵃ

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	9.572	2.404		3.981	.000
	Work Discipline	.079	.130	.116	.611	.547
	Motivation	.289	.133	.536	2.174	.039
	Compensation	-.025	.096	-.058	-.258	.799

a. Dependent Variable: Employee Performance

It is known from the table above, that the Work Discipline variable (X_1) obtained the value of T$_{hitung}$< T$_{tabel}$ which is 0.611 < 2.056 with a significance value of t 0.547 at the 5% significance level, so H$_0$ is accepted. So that partially the Work Discipline variable (X_1) has no significant effect on the Employee Performance variable (Y).

In the Motivation variable (X_2), the value of Thitung> T$_{tabel}$ is obtained, namely 2.174> 2.056 with a significance value of t 0.039 at the 5% significance level, so H$_0$ is rejected. So that partially the Motivation variable (X_2) has a significant effect on the Employee Performance variable (Y).

In the Compensation variable (X_3), the value of $T_{hitung} < T_{tabel}$ is obtained, namely -0.258 < 2.056 with a significance value of t 0.799 at a 5% significance level, so H_0 is accepted. So that partially the Compensation variable (X_3) has no significant effect on the Employee Performance variable (Y).

5. Discussion

The results of this study reveal several insights into the relationship between work discipline, motivation, and compensation on employee performance at CV. Diandra Putra Pratama, Surabaya. Each hypothesis has been tested and the findings are discussed below in detail, along with their theoretical implications and alignment with previous research.

The analysis shows that work discipline, motivation, and compensation collectively have a significant impact on employee performance, as indicated by an Fcount value of 4.107, which is greater than the Ftable value of 2.98 at a 5% significance level. This suggests that these three factors together contribute significantly to how well employees perform their duties. The finding aligns with the study by Siti Aniqoh Shofwani and Ahmad Hariyadi (2019), who also found a significant simultaneous effect of these variables on employee performance. The practical implication for the company is clear: to enhance overall employee performance, CV. Diandra Putra Pratama should continuously improve work discipline, provide consistent motivation, and offer fair compensation that reflects the efforts and results achieved by employees.

Contrary to expectations, the work discipline variable does not have a significant partial effect on employee performance, with a Thitung value of 0.611, which is less than the Ttabel value of 2.056 at the 5% significance level. This suggests that, on its own, work discipline does not significantly enhance employee performance. This result contradicts the findings of Rensi Suryanti and Rahmat Hidayat (2022), who reported a significant positive effect of work discipline on performance. The discrepancy may be due to the specific context of CV. Diandra Putra Pratama, where factors such as supervision quality, leadership attention, and adherence to company rules do not sufficiently impact performance. It indicates that simply following rules is not enough; there must be effective supervision and leadership involvement to foster significant performance improvements.

The study finds that motivation has a significant positive effect on employee performance, with a Thitung value of 2.174, surpassing the Ttabel value of 2.056 at a 5% significance level. This finding supports the hypothesis and aligns with the research conducted by Nurrahmi Utami Tamping, Syahir Natsir, and Risnawari (2020), which also identified a strong link between motivation and performance. The implication here is that employees at CV. Diandra Putra Pratama are likely to perform better when they are motivated. This can be attributed to the company leaders' efforts to meet various employee needs, including physiological, security, social, esteem, and

self-actualization needs. When these needs are fulfilled, employees are more motivated and, consequently, perform their duties more effectively.

Interestingly, the study reveals that compensation does not have a significant positive effect on employee performance, with a Thitung value of -0.258, which is lower than the Ttabel value of 2.056 at the 5% significance level. This result contradicts the findings of Rifky Oktafianto and Aufa Izzuddin Baihaqi (2021), who found a significant positive impact of compensation on performance. The negative and insignificant effect observed in this study may be due to the compensation at CV. Diandra Putra Pratama being perceived as inadequate or unfair relative to the effort employees put in. If the compensation is minimal or only reflects the quantity of work rather than the quality, it may fail to incentivize employees to improve their performance.

6. Conclusions

From the data collected, and analyzed by researchers regarding the effect of work discipline, motivation, and compensation on employee performance at CV. Diandra Putra Pratama Surabaya City, it can be concluded that the first hypothesis in the simultaneous test of work discipline, motivation, and compensation variables is acceptable because it has a significant effect on employee performance. In the second and fourth hypotheses, the statement is rejected because the partial test results of the work discipline and compensation variables do not have a significant effect on employee performance. In the third hypothesis, the statement is accepted because partial testing of motivation variables has a significant effect on employee performance. This study has limitations because it still uses 3 independent variables in testing so it is hoped that further research will expand the scope of knowledge related to Human Resources by adding variables or alternative approaches that have the potential to affect employee performance.

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