
Compensation as an Economic Driver in Enhancing Employee Performance Through Work Discipline: A Study of Logistic Industry

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Abstract:

This study aims to analyze the effect of work discipline on employee performance with compensation as a moderating variable at PT Indah Logistik Cargo, Denpasar Branch. In a competitive business environment, employee performance is a key driver of organizational success and is influenced by various internal factors, one of which is work discipline. However, the strength of this influence may be amplified or weakened by other variables such as compensation. This research employs a quantitative approach, with data collected through questionnaires distributed to 45 employees. The data were analyzed using Structural Equation Modeling (SEM) based on the Partial Least Squares (PLS) method. The findings reveal that work discipline has a positive and significant effect on employee performance. Compensation also shows a positive and significant effect on performance and serves as a moderating variable that strengthens the relationship between work discipline and employee performance. The effect of work discipline becomes more pronounced when supported by a fair and appropriate compensation system. These findings suggest that companies should consistently enforce work discipline and ensure equitable compensation as strategic efforts to enhance employee performance. This study is expected to serve as a reference for human resource management policy development, particularly in the logistics service sector.

Keywords: Work Discipline, Compensation, Employee Performance, Human Capital, Logistics Industry

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1. Introduction

In today's highly competitive business and industrial environment, employee performance plays a central role in driving organizational success and long-term sustainability. According to Adhari (2020), employee performance is the result of specific job functions over a certain period, reflecting both quality and quantity. Similarly, Rerung (2019) states that performance is behavior that can be observed and measured in achieving organizational goals. As such, employee performance

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represents the effectiveness and efficiency of human resources, which must be strategically managed to support organizational growth.

Human resource management involves recruitment, training, motivation, and compensation, all of which influence employee productivity. Among the many factors, work discipline and compensation are consistently highlighted as critical in shaping performance. Work discipline reflects employee compliance with rules, attendance, and punctuality, while compensation refers to rewards received in return for work, including both monetary and non-monetary benefits. These two variables often intersect, where compensation can act not only as a motivator but also as a potential moderator that strengthens or weakens the effect of discipline on performance outcomes.

Work discipline encourages employees to complete tasks according to schedules, follow company procedures, and behave consistently with organizational norms. A disciplined workforce leads to smoother operational flow, better customer satisfaction, and enhanced productivity. However, high discipline alone may not suffice if compensation is inadequate. In such cases, even disciplined employees may feel demotivated, leading to dissatisfaction and performance decline. On the other hand, fair and competitive compensation can enhance job satisfaction, loyalty, and overall performance. In some cases, compensation may also amplify the positive impact of discipline on performance.

This research focuses on PT. Indah Logistik Cargo Cabang Denpasar, a regional branch of a national logistics company providing land, sea, and air cargo services. The company offers regular and express delivery options and real-time tracking services. While the company continues to grow in terms of service diversity and geographic coverage, it faces challenges related to employee performance and operational consistency in the Denpasar branch. These challenges are observed despite the structured operational systems implemented across the organization.

In the period from 2022 to 2024, data show fluctuations in delivery performance: in 2022, 3,379 units were delivered, decreasing slightly to 3,305 units in 2023, and increasing again to 3,606 units in 2024. These inconsistent figures indicate potential human resource issues affecting productivity. Field observations revealed that certain performance setbacks were rooted in employee-related concerns, particularly low discipline and dissatisfaction with compensation. These internal factors are seen as contributing to delays, inefficiencies, and reduced customer satisfaction.

Discipline-related problems include employees taking extended breaks, arriving late, and showing low responsiveness during peak operations. These behaviors negatively affect shipment punctuality and internal coordination. According to Agustini and Dewi (2019), discipline is an employee's willingness to adhere to regulations that foster resilience and consistency. Hasibuan (2017) similarly defines discipline as the awareness to follow organizational rules and values. Previous studies such as Susanti and Aesah (2022) and Gautama et al. (2023) found a significant positive effect of

work discipline on employee performance. However, contrasting studies by Hidayat et al. (2021) and Muna and Isnowati (2022) revealed no significant influence or even a negative effect, indicating inconsistency in the literature.

Another problem identified is the perceived inadequacy of compensation. Employees feel that their compensation does not reflect their workload and responsibilities. As a result, motivation and loyalty decline, which contributes to decreased performance, increased absenteeism, and weak discipline. Enny (2019) defines compensation as the reward employees receive for their work, which should match their performance and responsibilities. Sutrisno (2017) adds that compensation is a fundamental human resource function. While some studies, including Dunggio et al. (2022) and Kartasasmita et al. (2021), suggest that compensation moderates the relationship between discipline and performance, others such as Octavia et al. (2023) and Alfanda and Sitohang (2022) report a negative or insignificant effect, again highlighting discrepancies in the findings.

Although many studies have addressed the individual impacts of discipline and compensation on performance, few have investigated their interaction—especially in the logistics sector. The study by Dunggio et al. (2022) at PT. SS Danisa Nusantara found that while discipline significantly influenced performance, compensation had no direct effect and failed to significantly moderate the relationship. In contrast, Diawati et al. (2023) found that both discipline and compensation had significant positive effects on performance in the national logistics industry. However, these studies have not specifically addressed the context of PT. Indah Logistik Cargo Cabang Denpasar, which faces unique operational and demographic challenges. This highlights a gap in the literature concerning the specific role of compensation as a moderating variable in the discipline–performance relationship within this setting.

This study offers novelty by combining variables and analytical perspectives that have rarely been tested together in the logistics service context in Bali. While previous research has primarily treated discipline and compensation as separate predictors, this study investigates not only their individual effects but also whether compensation strengthens or weakens the influence of discipline on performance. By integrating and contextualizing the findings from Dunggio et al. (2022) and Diawati et al. (2023), this research contributes to resolving inconsistencies in the literature and enhancing practical understanding in the logistics sector.

Therefore, this research aims to examine the effect of work discipline on employee performance at PT. Indah Logistik Cargo Cabang Denpasar and to analyze the moderating role of compensation in that relationship. The study is expected to provide both theoretical and practical contributions: clarifying how discipline and compensation interact to influence performance, and offering actionable insights for improving human resource practices, particularly in terms of creating more structured discipline policies and competitive compensation systems.

2. Theoretical Background

The Relationship Between Work Discipline and Employee Performance

Work discipline is a crucial factor that significantly influences employee performance in an organization. It reflects employees' adherence to established rules, policies, and procedures. Employees with a high level of discipline tend to be more responsible in completing tasks, work efficiently, and consistently meet performance targets (Diawati et al., 2023; Hidayat et al., 2021). Discipline includes punctuality, obedience to instructions, and commitment to duties and responsibilities. High levels of discipline positively affect employee productivity and workflow efficiency (Puspita, 2024). Disciplined employees are better at managing time, avoiding delays, and producing work that meets quality standards (Susanti & Aesah, 2022).

On the contrary, a lack of discipline can hinder operational smoothness, delay task completion, and reduce customer trust (Samak, 2022). Consistent application of discipline fosters a more professional and harmonious work environment. Organizations that embed a culture of discipline tend to have a more organized, competent workforce with a strong commitment to their roles (Muna & Isnawati, 2022). Consequently, a well-implemented disciplinary system—backed by clear policies and effective supervision—is essential to ensure employees perform optimally and contribute positively to the organization's goals (Nurhabibah et al., 2023). Numerous studies confirm that work discipline has a significant and positive effect on employee performance (Gunawan et al., 2024; Pereira, 2024; Nurzakiah & Febrian, 2024).

H1: Work discipline has a significant effect on employee performance.

2. The Relationship Between Compensation and Employee Performance

Compensation is another key factor that affects employee performance. It includes both financial elements—such as salary, incentives, and bonuses—and non-financial elements like allowances, benefits, and recognition. Fair and adequate compensation boosts employee motivation, leading to increased productivity and work effectiveness (Alfanda & Sitohang, 2022; Jevtić & Gasic, 2025). Employees who feel appreciated through proper compensation are likely to experience higher job satisfaction, which in turn increases their loyalty and commitment to the organization (Nurpribadi et al., 2024).

Moreover, competitive compensation allows organizations to retain skilled employees and attract qualified candidates (Putri & Swasti, 2023). Conversely, inadequate compensation can lower motivation, increase stress levels, raise absenteeism, and contribute to high employee turnover (Raihan & Chaerudin, 2021). Compensation also indirectly promotes discipline, enhances work quality, and motivates employees to achieve company targets (Kholik et al., 2024; Maqom Mahmuda et al., 2024). In

the long term, effective compensation policies enhance both individual and organizational performance (Liana & Hartono, 2023; Octavia et al., 2023). Research supports that compensation significantly and positively affects employee performance (Tatoya et al., 2025; Khadijah et al., 2020; Aloini et al., 2021).

H2: Compensation has a significant effect on employee performance.

Compensation as a Moderating Variable Between Work Discipline and Employee Performance

While discipline is foundational for performance improvement, its effect is not always linear. Compensation can moderate the relationship between discipline and performance by either strengthening or weakening it (Dunggio et al., 2022). When employees receive fair compensation aligned with their workload, they are more motivated to maintain discipline and perform better (Nur et al., 2024; Agustini & Dewi, 2019). However, even highly disciplined employees may feel demotivated if the compensation is perceived as inadequate, potentially reducing performance outcomes (Gautama et al., 2023).

In addition to being a form of appreciation, compensation serves as a control mechanism to reinforce discipline. Performance-based incentives encourage employees to comply with company standards, increase efficiency, and pursue optimal outcomes (Adriansah et al., 2023). Designing a fair and competitive compensation system helps organizations maximize the positive impact of discipline on performance (Diawati et al., 2023; Syamsuddin et al., 2021). Prior studies have confirmed the moderating role of compensation in the relationship between work discipline and employee performance (UmpuSinga, 2022; Dunggio et al., 2022).

H3: Compensation moderates the effect of work discipline on employee performance.

3. Methodology

This study targeted all 45 employees of PT Indah Logistik Cargo, Denpasar Branch, as its population. The employees were distributed across several divisions: Operations/Delivery (15 employees), Warehouse (10), Customer Service (6), Administration and Finance (5), Marketing and Sales (4), and Management/Supervisors (5). According to Sugiyono (2018), a population is a general area consisting of objects or subjects that have specific qualities and characteristics determined by the researcher for further study and conclusion. Given the relatively small size of the population, this study employed a saturated sampling technique, in which all population members were used as the research sample. This method is suitable when the total population is manageable and allows for full inclusion (Sugiyono, 2021). Thus, the sample consisted of all 45 employees.

This research utilized quantitative data, aligning with Sugiyono's (2017) classification of data into qualitative and quantitative types. A quantitative approach,

rooted in positivist philosophy, was employed to examine the sample using research instruments, analyze the data statistically, and test the proposed hypotheses. Regarding data sources, this study relied on both primary and secondary data. Primary data were obtained through interviews with relevant informants, while secondary data were collected through observation and documentation, such as records and reports that support the research (Arikunto, 2013).

To gather the required data, this study employed a questionnaire and documentation method. The questionnaire was based on a Likert scale to measure respondents' attitudes, opinions, and perceptions about the variables. The Likert scale used ranged from 1 (Strongly Disagree) to 5 (Strongly Agree) as outlined by Sugiyono (2017). The questionnaire provided a structured list of statements answered by the respondents. Additionally, documentation was used to supplement other methods by gathering data from written materials, archives, photos, and other relevant documents (Sugiyono, 2018).

For data analysis, the study applied the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The outer model analysis evaluated indicator validity and reliability through convergent validity, discriminant validity (using Fornell-Larcker criterion), composite reliability, average variance extracted (AVE), and Cronbach's alpha. The inner model analysis assessed relationships between latent variables using R-square, effect size (f^2), and goodness of fit (GoF) indices. Hypothesis testing was conducted using the t-statistic and p-value criteria, where hypotheses were accepted if the t-statistic exceeded 1.96 or if the p-value was below 0.05 (Husein, 2015; Ghozali, 2015). Bootstrapping was used to confirm path analysis significance, ensuring the robustness of the model and the accuracy of hypothesis conclusions.

4. Empirical Findings/Result

Outer Model Testing Results

Convergent Validity

Convergent validity refers to the loading factor values on latent variables and their indicators. The test results are as follows:

Table 1. Convergent Validity Test Results

Variable	Indicator	Work Discipline	Employee Performance	Compensation
Work Discipline	X.1	0.945		
	X.2	0.885		
	X.3	0.890		
	X.4	0.882		
	X.5	0.947		
Employee Perf.	Y.1		0.969	
	Y.2		0.965	
	Y.3		0.960	
	Y.4		0.963	

	Y.5	0.960
Compensation	M.1	0.965
	M.2	0.952
	M.3	0.958
	M.4	0.963

Source: Smart PLS 4 Output (2025)

Based on the data analysis results using the PLS method shown in Table 1, all indicators in this study show outer loading values above 0.70. These values indicate that each indicator in the tested variables meets the criteria for Convergent Validity, indicating adequate and good quality. Therefore, the research can proceed to the next stage of validity testing.

Discriminant Validity

According to the Fornell-Larcker criterion, discriminant validity is achieved if the square root of the AVE of a construct is greater than its correlation with other latent variables.

Table 2. Discriminant Validity Test Results

Variable	Work Discipline	Employee Performance	Compensation
Work Discipline	0.910		
Employee Perf.	0.425	0.963	
Compensation	-0.284	0.296	0.959

Source: Smart PLS 4 Output (2025)

Based on Table 2, the square root of AVE for the work discipline variable (X1) is 0.910, which is greater than its correlations with other latent variables. Similarly, the AVE for employee performance (Y) is 0.963 and for compensation (M) is 0.959, both of which are greater than their respective correlations. This confirms that all variables meet the criteria for discriminant validity.

Composite Reliability

Composite reliability is considered superior in estimating the internal consistency of a construct. The results are as follows:

Table 3. Composite Reliability Test Results

Variable	rho_A	rho_C
Work Discipline	0.957	0.960
Employee Perf.	0.981	0.985
Compensation	0.982	0.979

Source: Smart PLS 4 Output (2025)

Based on Table 3, all constructs have composite reliability values greater than 0.7, indicating that they meet the reliability criteria.

Average Variance Extracted (AVE)

AVE is a statistical measure used in confirmatory factor analysis and structural equation modeling to assess the convergent validity of a construct.

Table 4. Average Variance Extracted (AVE) Test Results

Variable	AVE
Work Discipline	0.829
Employee Perf.	0.928
Compensation	0.920

Source: Smart PLS 4 Output (2025)

Based on Table 5.4, the AVE values for each research variable are greater than 0.50, indicating that all variables have good AVE and meet the criteria for convergent validity.

Cronbach's Alpha

Cronbach's alpha is a metric used to measure the internal consistency (reliability) of a set of scale or test items in a questionnaire.

Table 5. Cronbach's Alpha Test Results

Variable	Cronbach's Alpha
Work Discipline	0.948
Employee Perf.	0.981
Compensation	0.971

Source: Smart PLS 4 Output (2025)

Based on Table 5, all variables have Cronbach's Alpha values above 0.60, indicating a good and reliable level of internal consistency across all questionnaire items.

Inner Model Testing Results

R Square

R Square is a statistical measure used in regression models to indicate how well the model predicts the outcomes.

Table 6. R Square Test Results

Variable	R Square	R Square Adjusted
Employee Performance	0.515	0.479

Source: Smart PLS 4 Output (2025)

Based on Table 6, the R Square value for employee performance is 0.515, indicating that work discipline (X) and compensation (M) contribute 51.5% to employee performance (Y). This R Square value is considered moderate.

Effect Size (F Square)

Effect size, particularly the F square statistic, measures the strength of the relationship between variables in a model, commonly used in SEM and multiple regression.

Table 7. Effect Size (F Square) Test Results

Variable	Employee Performance
Work Discipline	0.675
Compensation	0.319
Compensation × Work Discipline	0.300

Source: Smart PLS 4 Output (2025)

Based on Table 5.7, the f-square value of work discipline on employee performance is 0.675, indicating a large effect. The f-square value for compensation on employee performance is 0.319, and for the interaction of compensation and work discipline on employee performance is 0.300, both of which indicate moderate effects.

Model Fit Test (Goodness of Fit)

The Goodness of Fit (GOF) test is a model evaluation process that measures how well a statistical model fits the observed data. It ensures that the model represents the relationships between variables accurately.

Table 8. Goodness of Fit (GOF)

Variable	AVE	R-Square
Work Discipline	0.995	
Employee Performance	0.959	
Compensation	0.904	
Average	0.952	0.515

Source: Smart PLS 4 Output (2025)

$$\text{GOF} = \sqrt{(\text{average AVE} \times \text{average R-Square})}$$

$$\text{GOF} = \sqrt{(0.952 \times 0.515)}$$

$$\text{GOF} = 0.700$$

The calculated GOF value is 0.700, indicating a high level of model fit.

Hypothesis Testing Results

This stage involves determining whether the proposed hypotheses are supported by the collected data.

Table 9. Path Coefficient Test Results

Path	Coefficient	t-Statistic	p-Value
Work Discipline → Employee Performance	0.601	3.932	0.000
Compensation → Employee Performance	0.413	2.441	0.015
Compensation × Work Discipline → Employee Perf.	0.351	2.246	0.025

Source: Smart PLS 4 Output (2025)

Based on the results presented in Table 5.9, the t-statistic for the influence of work discipline on employee performance is 3.932, which is greater than the critical value of 1.96, and the p-value is 0.000, which is below the threshold of 0.05. This confirms that H1 is accepted, indicating a significant influence of work discipline on employee performance. Similarly, the t-statistic for the effect of compensation on employee performance is 2.441 and the p-value is 0.015, both of which meet the criteria for statistical significance. Therefore, H2 is accepted, suggesting that compensation also has a significant positive impact on employee performance. Furthermore, the interaction between compensation and work discipline yields a t-statistic of 2.246 and a p-value of 0.025, indicating that H3 is accepted. This implies that compensation

significantly moderates the relationship between work discipline and employee performance.

5. Discussion

The Influence of Work Discipline on Employee Performance

Work discipline has a significant influence on improving employee performance at PT Indah Logistik Cargo, Denpasar Branch. Work discipline reflects employees' adherence, responsibility, and commitment to the rules and procedures established by the organization. In the logistics sector, where speed and accuracy are crucial, discipline becomes a foundational element for daily operational success. Employees who are punctual, follow standard operating procedures, and consistently perform their duties contribute directly to smoother workflows and enhanced customer satisfaction.

According to Diawati et al. (2023), strong work discipline creates a structured, efficient, and professional work environment. This is supported by Adriansah et al. (2023), who found a positive and significant relationship between discipline and employee performance. Employees who maintain high discipline tend to develop productive work habits, make fewer errors, and complete tasks on time. Conversely, lack of discipline, lateness, and non-compliance with work policies can decrease overall performance quality.

Moreover, effective enforcement of discipline is influenced by leadership style and the organization's reward and sanction systems (Hidayat et al., 2021). When a company demonstrates consistency in applying discipline and clearly communicates the consequences of violations, employees are more likely to uphold disciplined behavior. Therefore, it is essential for the organization to foster a strong culture of discipline through regular training, performance evaluations, and positive reinforcement for exemplary conduct.

The Influence of Compensation on Employee Performance

Compensation plays a crucial role in shaping employee behavior and work motivation. At PT Indah Logistik Cargo, appropriate compensation has been shown to support improvements in employee performance. Compensation includes not only base salary but also various incentives, allowances, and benefits that provide financial security and recognition for employees' efforts. When employees feel that their compensation matches their workload and responsibilities, they are more motivated to give their best performance.

Gunawan et al. (2024) emphasized that fair and competitive compensation improves job satisfaction, employee loyalty, and productivity. This is echoed by Agustini and Dewi (2019), who concluded that transparent, performance-based compensation systems motivate employees to work harder and achieve company goals. On the contrary, compensation perceived as unfair or insufficient can lead to dissatisfaction, reduced motivation, and potentially increased turnover.

In a competitive and dynamic logistics industry, maintaining employee motivation is critical for delivering high-quality services. Management must align the compensation system with employee needs and expectations while ensuring that rewards are given objectively and consistently. Effective compensation should not only serve as a reward mechanism but also function as a strategic tool for human resource management in achieving organizational goals (Jevtić & Gasic, 2025; Alfanda & Sitohang, 2022).

Compensation as a Moderating Variable in the Relationship Between Work Discipline and Employee Performance

Compensation not only serves as an independent influencing factor but also acts as a moderating variable that strengthens the relationship between work discipline and employee performance. This means that the positive effect of work discipline on performance is amplified when supported by a fair and adequate compensation system. Employees with high levels of discipline are more likely to maintain their performance when they feel appreciated both financially and non-financially.

This finding aligns with studies by Dunggio et al. (2022) and Khadijah et al. (2020), which suggest that compensation enhances the impact of other variables on performance. In this context, even when discipline levels are already high, the absence of proper compensation may cause motivation and performance to decline. Conversely, when compensation is perceived as satisfying, employees are more inclined to sustain disciplined behavior and maintain strong performance.

Nur, Yuniningsih, and Rini (2024) further assert that compensation systems that support positive behaviors such as discipline can trigger a chain reaction that improves productivity and work effectiveness. Therefore, companies must integrate efforts to reinforce discipline with well-structured compensation strategies. This integration helps create a work environment that is motivating, competitive, and results-oriented (Syamsuddin et al., 2021; UmpuSinga, 2022).

6. Conclusions

Based on the results of the statistical analysis, hypothesis testing, and the discussion that has been conducted, several conclusions can be drawn. First, work discipline has a significant influence on employee performance at PT Indah Logistik Cargo, Denpasar Branch. Employees who demonstrate consistent adherence to rules and procedures tend to contribute more effectively to achieving organizational goals. Second, compensation also has a significant impact on employee performance. A fair and motivating compensation system supports employees in maintaining their productivity and job satisfaction. Third, compensation serves as a moderating variable in the relationship between work discipline and employee performance. This means that when compensation is perceived as fair and appropriate, the positive influence of work discipline on performance becomes even stronger. Altogether, these findings

emphasize the importance of managing both discipline and compensation as strategic levers for improving overall performance in the logistics industry.

Given that both work discipline and compensation significantly affect employee performance, PT Indah Logistik Cargo, Denpasar Branch is advised to continuously enhance its human resource management system, particularly in enforcing discipline and administering compensation. The company should cultivate a culture of discipline by applying firm but fair work rules, conducting routine monitoring of employee behavior, and implementing proportional sanctions and rewards. In addition, the company is encouraged to regularly evaluate its compensation system to ensure alignment with employees' workloads, responsibilities, and contributions. A fair and competitive compensation scheme not only increases work motivation but also strengthens the effect of discipline on performance. By addressing both factors in an integrated manner, the company can foster a more productive, loyal, and result-oriented work environment, ultimately improving service quality and competitiveness in the logistics sector.

This study is limited by the relatively small sample size (only 45 respondents) and its scope, which focuses solely on one branch—PT Indah Logistik Cargo, Denpasar. Therefore, future researchers are encouraged to broaden the research scope by using a larger sample and involving multiple branches or other logistics companies to enhance the generalizability of the findings. Additionally, future studies may consider incorporating other variables that could influence employee performance, such as work motivation, job satisfaction, organizational culture, leadership style, or the work environment. The use of qualitative or mixed-method approaches may also provide deeper insights into the dynamics of the relationships between variables, especially in capturing employees' subjective perceptions of the discipline and compensation systems implemented within the company. By enriching both the research approach and the variables examined, future studies are expected to contribute more broadly to theoretical development and offer sharper practical solutions for human resource management in the logistics sector and other industries.

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