

# THE EFFECT OF DISCIPLINE AND COMPENSATION ON EMPLOYEE PERFORMANCE AT PT BUMI REKSA NUSA SEJATI THROUGH MOTIVATION AS VARIABLE INTERVENING

Saparudin<sup>1\*</sup>, Suhardi<sup>2</sup>

<sup>1</sup>Students of the Master of Management Study Program, Universitas Putera Batam

<sup>2</sup>Lecturers in the Management Study Program, Universitas Putera Batam.

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**E-mail:**  
Pb212120001@upbatam.ac.id

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## ABSTRACT

The purpose of this study is to determine partially and simultaneously Discipline and Compensation on Employee Performance through Motivation as an Intervening variable. The population in this study was 160 employees of PT Bumi Reksa Nusa Sejati. The sampling technique used the calculation of the Slovin formula with a total of 115 respondents. The data collection uses a Likert scale questionnaire. Data analysis using multiple linear regression analysis. Data processing using SPSS 22 software. The value of Equation 1 of the discipline variable, the t-count value is 4.735 > t-table 1.658, and the t-count value of the compensation variable is 11.920 > t-table 1.658. This shows that the independent variables together have an effect on the motivational variable with a determination coefficient of 0.792 (79.2%) and the remaining 20.8% is influenced by other factors which are not present in this study. For the equation value of the 2 discipline variables, the t-count value is 6.202 > t-table 1.658, the t-count value for the compensation variable is 2.060 > t-table 1.658, the t-count value for the motivational variable is 2.977 > 1.658. The indirect effect value of the discipline variable through motivation is 0.52 < 0.435 direct effects, and the indirect effect value of compensation through motivation is 0.412 > 0.198 direct effect. This shows that the independent variables together have an influence on the dependent variable with a coefficient of determination of 0.745 (74.5 %) and the remaining 25.5% is influenced by other factors that are not present in this study.

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## 1. INTRODUCTION

In achieving the performance goal of human resource excellence being an important part of improving company performance results, ethics needs to be regulated as effectively as possible to regulate workers in complying with all the rules that apply to the scope of the work area to get maximum employee work results. Lack of awareness of employees in working with a low level of discipline in work so that work is delayed and not ready on time. What needs to be considered by the leadership in supervising the work of employees is to provide an understanding that the importance of work discipline so that it greatly affects their performance. Discipline is a step that needs to be considered to see the potential of employees who comply with agreed regulations and have been implemented. All the rules that are followed are basically to achieve the expected performance targets. When a rule is not obeyed by employees, there will be a violation which of course will be given a warning or sanction according to the rules that apply in the company [1].

Discipline is an understanding that every worker needs to do in following the rules that apply. Discipline at work can be seen in individuals who are aware of obeying the rules company, of course, the importance of following discipline because it becomes a reference for other individuals in maintaining order for those who are duty to get the maximum possible income [2]. Meanwhile, indiscipline and discipline will make the view of all members of the workers when their work leaders do not comply with the rules, employees may follow their leaders, work that lacks discipline while employees want strict discipline to be applied, therefore the leader is the spearhead that is the main concern which every employee will follow.

Compensation is a form of appreciation that is obtained by every employee who has an incision given to the company [3]. Compensation is the result that every employee gets through the results of his performance. Compensation given at a time that is not following the initial agreement will certainly make

employees to experience disappointment and low employee morale so that the company's work targets decrease and are not achieved according to the time set by the company [4]. Compensation is very important for the progress of the company the distribution of compensation promptly support employee morale to be loyal and increase enthusiasm in working to achieve work targets set by the company. Providing compensation and bonuses according to the agreement will make employees satisfied with the compensation given, of course, employees increase their work capacity following agreements and agreements.

In addition to discipline and compensation, another factor that must be considered by the company is motivation [5]. Motivation is an individual's desire when he sees the success of others in achieving a goal expected by the company. Lack of motivation from leaders at work and directions that inspire work enthusiasm can reduce work targets that do not match the desired results and company targets are not achieved. Employee morale can also be affected by employee performance. The distribution of compensation is not distributed on time with an agreement at the beginning of work. This results in a decrease in employee motivation because the leader does not pay attention to employee performance and performance achievements and the achievement of awards inscribed on employees causes a decrease in employee performance enthusiasm. low, difficult to work with other colleagues [1]. Motivation is an event that makes a person carry out an activity with understanding without coercion. Motivation is the attitude of a person's behavior to influence other individuals to achieve what is intended and desired by a person or organization to achieve success in achieving the company.

To achieve the goal of performance what employees need to do is work as well as possible to achieve optimal and maximum results [6]. Employee performance is a determinant of the success of a company if workers are working optimally but the results obtained do not reach the expected target so that the company's income decreases if the company's income decreases, the impact on employees [7]. Performance is a target that must be achieved by individuals and when working together to get the expected results with full responsibility that does not violate the rules set by the company. Based on observations made by the author, the problems raised are the lack of awareness of employee discipline at work such as absenteeism and lateness to work locations, and decreased employee motivation due to compensation such as salaries, wages, bonuses, and incentives that provide the company did not match the agreement at the start of work and was not given on time, causing the employee's performance to decrease.

PT Bumi Reksa Nusa Sejati is an oil palm plantation company that was established on January 15, 1990, consisting of 5 Estates namely Telok Bakau Estate, Nusa Perkasa Estate, Nusa Lestari Estate, Mandah Estate, and Rattan Semelur Estate. Products produced by PT Bumi Reksa Nusa Sejati Crude Palm Oil CPO and Palm Kernel Oil PKO. The vision and mission of PT Bumi Reksa Nusa Sejati are: To make a world-class business company through excellent performance and carrying out the best management.

## **2. LITERATURE REVIEW**

### **2.1 Discipline**

Discipline is the rules of conduct that apply to all workers, both employees and casual daily laborers who are bound by a contract with a company while still working for that company [2]. Discipline is a step that needs attention see the potential of employees who comply with agreed regulations and have been implemented [1].

### **2.2 Compensation**

Compensation is a benefit that employees receive both through awards and the services of an employee who has served the company for quite a long time [8]. Compensation is paid to employees both in the form of money and other forms indirectly which is then beneficial for employees to be able to feel it for the continuity of their work [3].

### **2.3 Motivation**

Motivation is a way for leaders to make their employees have work enthusiasm and the power to invite and direct and influence all activities related to performance and actions that spur individual morale in an organization [9]. Motivation is originally a Latin sentence which means to encourage or spur movement, in general, motivation is only to give enthusiasm to members of the management, especially [1]. An employee who works generally has a variety of motivations. As a leader in a company, you should be able to understand how to motivate your subordinates. The aim is none other than for employees to work with good motivation. So that whatever the duties and positions that will be accepted, the employee can complete them properly [10].

## 2.4 Employee performance

Performance is a target that must be achieved by individuals when working together to get the expected results with full responsibility that does not violate the regulations set by the company [7]. Employee performance is a determinant of a success the company if the workers have worked optimally but the results obtained do not reach the expected target the company's income decreases if the company's income decreases and the impact will be on employees [6].

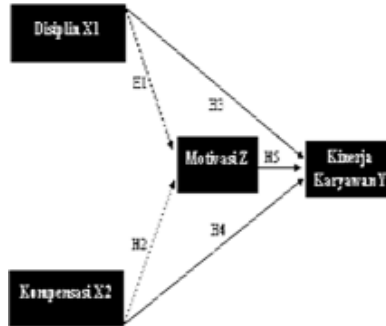


Figure 1 Thinking framework

## 3. METHOD

The research model uses a quantitative method, namely a method based on causal knowledge between variables. This research refers to previous reference figures [11]. Respondents in this study were maintenance employees who were employed at PT Bumi Reksa Nusa Sejati in Pelangiran sub-district, Semelur rattan village, Tembilahan Indragiri Hulu, Riau, which was the place where the research was carried out. Sampling technique To take samples through simple random measurements, this step is to collect samples without regard to strata or levels and is done randomly, because the sample is that each member will have the same opportunity (Digdowiseiso, 2017: 77). The population of this study is employees at PT Bumi Reksa Nusa Sejati in Pelangiran sub-district, Semelur rattan village, Indragiri downstream, Riau. The total population of all maintenance employees is 160 respondents. The sampling technique used the Slovin formula for as many as 115 respondents. Based on the computer-assisted statistical analysis program, SPSS22, this program is analyzed to influence the various tests of data collected, according to the categories set from the weight classification displayed by the SPSS22 application. To compile a frequency distribution table, an analysis is needed to determine whether the scores of the variables obtained have been assigned. To find out the research variables, several criteria were used which referred to the average questionnaire score obtained from the study. The use of this category score is based on or developed by five categories on the Likert scale.

## 4. RESULT AND DISCUSSION

### 4.1 Descriptive Analysis Results

Total of 115 questionnaires were given to PT Bumi Reksa Nusa Sejati employees to ask for their opinions so that the clarity of the research results could be seen to be checked and corrected from the data found in the distribution of the questionnaires. The profile of the respondents described in this study is according to age, gender, last education, status, and work profession. And the data obtained from this questionnaire were distributed to the participants or respondents and then processed using the SPSS version 22 application to obtain the percentage of the characteristics of the participants or respondents. In determining the feasibility of an item used, a correlation coefficient significance test is usually carried out at the 0.05 level. it is known that the total employee discipline variable answered agree as much as 4.71 the highest score with the question "I am ready to finish the job even though I have to work overtime." while the lowest score is 4.14 with the question "I obey the orders from my superiors". it is known that the total compensation variable for employees who answered agree was 4.71 the highest score with the question "I receive a salary every month according to the schedule set by the company." while the lowest score is 4.38 with the question "Incentives that employees receive are following the work of employees". it is known that the total motivation variable of employees who answered in the agreement was 4.73 the highest score with the question "I complete the work following the company's goals." while the lowest score is 4.27 with the question "I am willing to do the work without having to be ordered in advance to achieve the company's targets". it is known that the employee performance variable total employees who answered agree as much

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4.86 was the highest score with the question "I can predict the results of the work targets to be achieved." while the lowest score was 4.26 with the question "I can complete additional work properly according to the allotted time".

### **Multiple Linear Regression Analysis**

Based on the analysis results obtained, it can be concluded that the results of multiple linear regression analysis are as follows:

1. The constant (a) has some 0.346 meaning that if nothing has changed in the variables of discipline, compensation, and motivation, of course, the number is still 0, then the employee's performance value is 0.346.
2. Discipline variable regression coefficient (X1) 0.726. meaning that if discipline changes, an increase in the number 1 equals one employee's performance will also increase the number 0.726 with the prediction of compensation and motivation variables the number is fixed or zero. The coefficient of a positive number increases the influence of being positive and equals discipline on employee performance. In the future, it is predicted that if the discipline score is high, the employee's performance will also increase.
3. The regression coefficient of the compensation variable (X2) is 0.212. meaning that compensation increases by 1 employee performance number will also increase in value 0.601, so the compensation number remains zero. The coefficient of a positive number predicts a positive and consistent effect of compensation on employee performance. Furthermore, it can be explained that the higher the compensation, the higher the employee's performance.
4. The regression coefficient of the motivational variable (Z) is 0.381. This means that motivation increases by 1, and the employee performance rate increases by 0.381, so the motivation number remains zero. The coefficient of a positive number predicts a positive and consistent influence on employee performance motivation. Furthermore, it can be explained that the higher the compensation, the higher the employee's performance.

### **F Test (Simultaneous)**

On the results of the regression test in this study, it is known that the calculated F number is 108.215 > F table, namely 2.45, the significant value is 0.000 < 0.05, therefore H<sub>0</sub> is rejected. It can be clarified that there is a positive and significant influence on the overall variables of discipline (X1), compensation (X2), and motivation (Z) on employee performance (Y).

### **t-test results (partial)**

Based on the results of the t-test in this study, it is known that the t-test has a calculated t value > t table, namely 6.202 > 1.658, which gets a significant number of 0.001 < 0.05, therefore, reject H<sub>0</sub>, accept H<sub>1</sub>. It can be clarified that there is a positive and significant influence of discipline (X1) on employee performance (Y).

### **Coefficient of Determination**

The R Square value is 0.745, which is 74.5%, meaning that the independent variables used in the discipline and compensation model can be affected by the dependent variable, work motivation, which has a value of 74.5%. The remaining 25.5% is influenced by other factors outside the variables studied.

### **Direct Effect of Discipline on Work Motivation**

The direct effect value is 0.272 with sig 0.000 < 0.05, so it can be concluded that discipline has a direct effect on motivation. This study explains that the first hypothesis is statistically accepted. It can be explained that the more disciplined employees work, the more performance results can be achieved according to the company's targets so that employees become motivated, and in the end, their work performance increases. If discipline can go according to the company's plans, then employees who are motivated can work their best [12][13][14]. That is to prove directly that discipline has a positive effect on motivation.

### **The direct effect of compensation on work motivation**

The direct effect value is 0.686 with sig 0.000 < 0.05, so it can be concluded that compensation has a direct effect on motivation. This study explains that the second hypothesis is statistically accepted. It can be explained that compensation has an important role in encouraging employee motivation. Compensation

given on time following the agreement between the company and employees can encourage employee morale so that performance results can reach targets according to company goals, so motivated employees can have the initiative in completing work. If compensation can go according to the company's plan, motivated employees can work their best [15][16][17]. That is proving compensation directly has a positive effect on work motivation.

#### **The effect of discipline and compensation on motivation**

The joint F test is significant  $0.000 < 0.05$  f count is  $213.175 > 2.45$  f the table explains that discipline and compensation have a significant effect on motivation. This study explains that the third hypothesis is statistically accepted. The achievement of this study is similar to the study [18][19][20]. Namely proving discipline and compensation have a significant effect on work motivation.

#### **Direct Effect of Discipline on Employee Performance**

The direct effect value is 0.435 with sig  $0.000 < 0.05$ , so it can be concluded that discipline has a direct effect on employee performance. This study explains that the fourth hypothesis is statistically accepted. It can be explained that discipline is applied properly and accurately, employees become responsible for their work and have high work dedication, the emergence of work enthusiasm in carrying out the obligations given by the company. If you want to improve employee performance, discipline is applied based on the aim of increasing the performance targets of employees working in the company [21][22][23]. That is proving that discipline directly has a significant effect on employee performance.

#### **Direct Effect of Work Compensation on Employee Performance**

The direct effect value is 0.198 with sig  $0.042 < 0.05$ , so it can be concluded that compensation has a direct effect on employee performance. This study explains that the fifth hypothesis is statistically accepted. It can be explained that the compensation that is distributed on time is right on target, it can encourage morale for employees, and this work spirit will ultimately be able to increase employee performance in carrying out the duties and responsibilities entrusted to the leadership [24][25][26]. That is proving direct compensation has a significant effect on employee performance.

#### **The direct effect of work motivation on employee performance**

The direct effect value is 0.313 with sig  $0.004 < 0.05$ , so it can be concluded that motivation has a direct effect on employee performance. This study explains that the sixth hypothesis is statistically accepted. It can be explained that motivation can stimulate employees if the distribution of compensation is fair and timely, and maximum performance results can be created. Motivation is based on employee initiative in carrying out maximum activities because there are goals to be achieved both for oneself and the interests of the organization [27][28][29]. That is to prove motivation has a significant effect on employee performance.

#### **Indirect Effect of Discipline Through Motivation on Employee Performance**

The calculation of the indirect effect of the discipline variable through motivation on employee performance is as follows  $0.272 \times 0.313 = 0.085$  plus the direct effect of  $0.435 + 0.085 = 0.52$  the value of the indirect effect  $0.52 < 0.435$  with sig  $0.000 < 0.05$  that the indirect effect is smaller than the direct effect indicates that indirect discipline through motivation does not have a direct but significant effect on employee performance. This study explains that the seventh hypothesis is statistically accepted. It can be explained that discipline is not a strategy to motivate employees in achieving organizational goals, therefore leaders must play an important role in arousing employee motivation by providing compensation in a fair and timely manner so that the performance results that occur can be maximized. Motivation is based on employee initiative in carrying out their activities because motivation is an important part of carrying out the goals to be achieved both for oneself and the interests of the organization [30][31][19]. That is, it proves that discipline does not have a direct but significant effect on employee performance.

#### **Indirect Effect of Compensation Through Motivation on Employee Performance**

The results of calculating the indirect effect of the compensation variable through motivation on employee performance are as follows  $0.686 \times 0.313 = 0.214$  plus the direct effect of  $0.198 + 0.214 = 0.412$  value the indirect effect is  $0.412 > 0.198$  with sig  $0.000 < 0.05$  it can be concluded that the indirect effect is greater than the direct effect indicating that direct compensation through motivation has a significant influence on employee performance. This study explains that the eighth hypothesis is statistically accepted.

It can be explained that the compensation that is distributed on time is right on target, it can encourage morale for employees, and this work spirit will ultimately be able to increase employee performance in carrying out the duties and responsibilities entrusted to the leadership [32][33][34]. That is providing direct compensation has a significant effect on employee performance.

### **Influence simultaneously (simultaneous) discipline and compensation on employee performance through motivation as an intervening variable**

The joint F test is significant  $0.000 < 0.05$  the f count is  $108.215 > 2.45$  f the table explains that discipline and compensation have a significant effect on employee performance through motivation as an intervening variable. This study explains that the seventh hypothesis is statistically accepted. The achievement of this study is similar to the study [34][35][36]. Namely proving that discipline and compensation affect employee performance through motivation as an intervening variable

### **5. CONCLUSION**

Discipline has a positive and significant effect on work motivation at PT Bumi Reksa Nusa Sejati, the t-count is  $4,735 > 1,658$  t-table. Compensation has a positive and significant effect on work motivation at PT Bumi Reksa Nusa Sejati, the t-count is  $11,920 > 1,658$  t-table. Discipline and compensation have a positive and significant effect on PT Bumi Reksa Nusa Sejati's work motivation, the calculated f value is  $213.175 > 2.45$  f table. Discipline has a positive and significant effect on employee performance at PT Bumi Reksa Nusa Sejati, the t-count is  $6,202 > 1,658$  t-table.

Compensation has a positive and significant effect on employee performance at PT Bumi Reksa Nusa Sejati, the t-count is  $2,060 > 1,658$  t-table. employees through motivation as an intervening variable at PT Bumi Reksa Nusa Sejati the calculated f value is  $108.215 > 2.45$  f table Motivation has a positive and significant effect on employee performance at PT Bumi Reksa Nusa Sejati, the t-count is  $2,977 > 1,658$  t-table. Discipline and compensation have a positive and significant effect on performance

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