

THE INFLUENCE OF COMPENSATION, WORKING ENVIRONMENT, AND WORK DISCIPLINE ON EMPLOYEE Performance (Empirical Study at Semarang City Health Office)

Ditha Ersal Melani¹, Sri Isnawati²

Management Study Program, Faculty of Economics and Business Stikubank University (UNISBANK)
Semarang^{1,2}

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ABSTRACT

This study aims to determine and explain the effect of compensation, work environment, and work discipline on employee performance at the Semarang City Health Office. This study used primary data and sampling techniques using a purposive sampling method obtained through a questionnaire/questionnaire by distributing 100 Semarang City Health Office employees as the research sample. The tests carried out in this study included validity tests, reliability tests, model tests, t tests and F tests. The results of this study indicate that partially and simultaneously the compensation, work environment, and work discipline variables affect employee performance

E-mail:

dithaersamelani@mhs.unisbank.ac.id

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1. INTRODUCTION

The role of human resources (HR) in a company is very important and cannot even be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company with the company's HR being able to organize and manage employees so that they can function productively to achieve company goals. In essence, HR is in the form of humans who are employed in an organization as movers, thinkers and planners to achieve the goals of that organization. In facing the global era, human resources have a big contribution in determining the progress of an organization. In an organization, human is one of the most important elements in an organization. Without the role of humans, even though the various factors needed are available, the organization will not work, because humans are the movers and determinants of the course of an organization

Employee performance is something that is judged by what an employee does. In his work, in other words, individual performance is how an employee carries out his work or for his work. Increased employee performance can affect or improve organizational performance so that predetermined organizational goals can be achieved (Cahya, Damare and Harjo, 2021). Compensation is very important for employees, because the amount of compensation is a reflection or measure of the value of the employee's work and employee job satisfaction. If compensation is given properly and correctly, employees will get job satisfaction and will be motivated to achieve company goals. However, if the compensation is given inadequately or inappropriately, work performance, motivation and job satisfaction will decrease (Suryani, 2019).

The work environment is the social, psychological and physical life in the company that influences workers in carrying out their duties. Human life is inseparable from the various circumstances of the surrounding environment, between humans and the environment there is a very close relationship. The working environment conditions are said to be good or appropriate if humans can carry out activities optimally, are healthy, safe and comfortable (Suryani, 2019). Work discipline is closely related to a person's will in obeying and obeying norms and regulations at work. The more someone obeys and complies with company standard procedures at work, then this will certainly have a good impact on the regularity of the company's work cycle (Shihab, Prahiawan and Maria, 2022).

The Semarang City Health Office is an agency engaged in the field of public health services and is an implementing element of regional autonomy in the health sector which is located under and is responsible to the Regent through the Regional Secretary. Semarang city is one of the metropolitan cities in Indonesia and has a large population. Currently, the city of Semarang has a population of nearly 1,814,110 people

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with a population growth rate every year. Apart from that, the population density in Semarang City has also reached 4,425 people/sq km (Semarang City in Figures, 2021). This shows that the number of residents must be directly proportional to the health services in the city of Semarang. Not only improving the quality of service but also increasing the number of health services, so that the people of Semarang City can meet their needs for health services.

Increasing the quantity and quality of human resources (HR) in the health sector is very much needed so that the implementation of health efforts can run well. Therefore, it is necessary for those who are expected to be able to work professionally and always try to develop their scientific abilities and skills in order to provide optimal service to the community as well as information on health workers needed for the planning and procurement of personnel.

Table 1. Recapitulation of Employee Presence at the Bandarharjo Health Center for the 2020-2022 period

Criteria Presentation	2020 year	Year 2021	Year 2022
Sick	36	29	18
Permission	21	32	38
Paid leave	17	22	27
Alpha	9	15	19
Amount day roll call	83	98	102
Amount day Work	312	312	312
Amount employee	51	51	51
Percentage	26.6 %	31.41%	32.69%
Average		30.23%	

Source: Administrative Division of the Bandarharjo Health Center

Based on Table.1 it is known that the level of employee attendance at the Bandarharjo Health Center in 2020 is 26.6%. Whereas in 2021 it increased to 31.41% and experienced another increase in 2022 to 32.69%. This shows that the higher the percentage of employee absence, the lower the employee's performance. Based on the pre-survey and observations made by the author, the poor performance of employees at the puskesmas occurs due to a lack of firmness from leaders to their subordinates and a lack of one-way information to divisions. Therefore, the job satisfaction obtained by employees becomes less than optimal. The results of this pre-survey provide an indication that employee performance still needs to be improved.

Based on research conducted by (Irawan, Semmalia and Mapparenta, 2021) , (Asmoro, 2022) , (Kustanto and Harsoyo, 2019) states that compensation has a positive effect on employee performance. Meanwhile, research based on (Sari and Pancasasti, 2022) states that compensation has no effect on employee performance. Based on research conducted by (Yantika, Herlambang and Rozzaid, 2018) , (Yanti et al. , 2015) , (Kustanto and Harsoyo, 2019) states that the work environment has a positive effect on employee performance. Meanwhile, research based on (Syardiansah and Utami, 2019) states that the work environment has no significant effect on employee performance.

Based on research conducted by (Asmoro, 2022) , (Yanti et al. , 2015) , (Sari and Pancasasti, 2022) states that work discipline has a positive effect on employee performance. Meanwhile, research based on (Hasyim et al. , 2020) states that work discipline has no significant effect on employee performance. Based on previous research, there are still differences, so the authors are interested in conducting research, namely The Effect of Compensation, Work Environment and Work Discipline on Employee Performance At the Semarang City Health Office.

2. METHODS

Population and Sampling

The population used in this study were employees at the 2023 Semarang City Health Office. The research population consisted of 200 employees at the Semarang City Health Office employees. Researchers reduced the data to 88 respondents who would be examined in this study. By using the sampling technique used in this study is to use *purposive sampling technique* . The sampling method is where this study uses the desired criteria to be able to determine the number of samples to be examined.

Types of Data and Data Collection Methods

Researchers use primary data, data obtained or collected directly in the field by the researcher concerned. Primary data was obtained from researchers distributing questionnaires to Semarang City

Health Office employees. Researchers used the results of questionnaires obtained from employees regarding the research topic as primary data.

The data collection technique used in this study was a questionnaire (questionnaire). Questionnaire or questionnaire is a technique of collecting data from a number of people or respondents through a set of questions to be answered. In this study, the questionnaires were given in the form of structured statements and open-ended questions, in which the questionnaire presented a series of questions about a problem or field to be studied. To obtain data, questionnaires were distributed to respondents (people who answered the questions asked for research purposes). The answer choices in this questionnaire use a Likert scale consisting of Strongly Agree (ST), Agree (S), Neutral (N), Disagree (TS), and Strongly Disagree (STS) with the following scores:

Table.2 Likert Scale

Choice Answer	Score
Strongly Agree (SS)	5
Agree (S)	4
Neutral (N)	3
No Agree (TS)	2
Very No Agree (STS)	1

3. RESULTS AND DISCUSSION

Test instruments

Validity test

Compensation variable validity test results (X1), environment work (X2) and discipline work (Y) can be seen in Table 3 below:

Table.3 Validity Test Results

Variable	KMO	Adequacy sample KMO>0.5	Indicator	Component Matrix	Information
COMPENSATION	0.629	ENOUGH	X1.1	0.619	Valid
			X1.2	0.797	Valid
			X1.3	0.803	Valid
			X1.4	0.608	Valid
			X1.5	0.857	Valid
			X1.6	0.731	Valid
			X1.7	0.326	Valid
ENVIRONMENT WORK	0.853	ENOUGH	X2.1	0.834	Valid
			X2.2	0.850	Valid
			X2.3	0.764	Valid
			X2.4	0.739	Valid
			X2.5	0.783	Valid
			X2.6	0.758	Valid
			X2.7	0.771	Valid
DISCIPLINE WORK	0.853	ENOUGH	X2.8	0.751	Valid
			X3.1	0.688	Valid
			X3.2	0.861	Valid
			X3.3	0.852	Valid
			X3.4	0.859	Valid
EMPLOYEE PERFORMANCE	0.820	ENOUGH	X3.5	0.856	Valid
			Y1	0.904	Valid
			Y2	0.910	Valid
			Y3	0.873	Valid
			Y4	0.886	Valid

Source: primary data processed in 2023

Based on the results of the validity test in Table 3, it can be seen that all statements on each indicator contained in each variable Compensation, Work Environment, Work Discipline and Employee Performance from each variable on all indicators are stated to be valid. Because the values of the four

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variables have met the requirements in sample adequacy, namely with a KMO value of > 0.5 and a loading factor (component matrix) value of > 0.4.

Reliability Test

Compensation variable reliability test results (X1), environment work (X2) and discipline work (Y) can be seen in Table 4 below:

Table.4 Reliability Test Results

Variable	Cronbach's Alpha	Alpha Standard	Information
Compensation (X1)	0.786	0.6	reliable
Environment Work (X2)	0.908	0.6	reliable
Discipline Work (X3)	0.878	0.6	reliable
Employee Performance (Y)	0.914	0.6	reliable

Source: primary data processed in 2023

Based on the results of the reliability test in Table 4, it shows that all variables have a Cronbach Alpha coefficient that is more than 0.6. So it can be concluded that all statements on each indicator contained in each variable Compensation (X1), Work Environment (X2), Work Discipline (X3), and Employee Performance (Y) it can be concluded that the variables in this study are said to be reliable and feasible used for further hypothesis testing.

Multiple Linear Regression Analysis

Analysis results multiple linear regression variable compensation (X1), environment work (X2) and discipline work (Y) can be seen in Table 5 below this :

Table.5 Multiple Linear Regression Results

Coefficients ^a		Standardized Coefficients		
Model		Betas	t	Sig.
1	(Constant)		-2,044	044
	COMPENSATION	.198	2,848	006
	WORK ENVIRONMENT	.421	5,403	.000
	WORK DISCIPLINE	.418	5,284	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source : primary data processed in 2023

Based on Table 4 it can be explained that the *Standardized Coefficients Beta values* have positive values, namely Compensation (X1), Work Environment (X2), Work Discipline (X3). From these results it can be included in the regression equation as follows:

$$Y = \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

$$Y = 0.198X_1 + 0.421X_2 + 0.418X_3$$

Judging from the results of the multiple regression equation above, it provides the following explanation:

- 1 Relationship of Compensation to Employee Performance
The results of multiple regression analysis between compensation (X1) and employee performance (Y) show a Beta value of 0.198 with a significance level of 0.006 < 0.05. This shows that compensation has a positive and significant impact on employee performance.
- 2 Relationship between Work Environment and Employee Performance
The results of multiple regression analysis between the Work Environment (X2) and Employee Performance (Y) show a Beta value of 0.418 with a significance level of 0.000 < 0.05. This shows that the work environment has a positive and significant impact on employee performance.
- 3 Relationship of Work Discipline to Employee Performance
The results of multiple regression analysis between work discipline (X3) and employee performance (Y) show a beta value of 0.421 with a significance level of 0.000 < 0.05. This shows that Work Discipline has a positive and significant impact on Employee Performance.

Test Models

Determination Coefficient Test (R²)

The results of the Coefficient of Determination Test (R²) with multiple compensation variables (X1), work environment (X2) and work discipline (Y) can be seen in Table.6 below:

Table 6. Results of the Coefficient of Determination (R^2)

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.781 ^a	0.610	0.596	1,763

a. Predictors: (Constant), Discipline Work , Compensation , Environment Work

Source: primary data processed in 2023

Based on the test results of the coefficient of determination (Adjusted R^2) in Table.6 the results above show that the value of the coefficient of determination is Adjusted R Square which is equal to 0.596. This means that the variables of Compensation, Work Environment, and Work Discipline are able to explain a variation of 59.6% on Employee Performance. While the remaining 40.4% (100% - 59.6%) is influenced by other variables that are not observed.

F test

The results of the F test variable compensation (X1), work environment (X2) and work discipline (Y) can be seen in Table 7 below:

Table.7 F Test Results

ANOVA b					
Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	407,732	3	135,911	43,719	.000a
residual	261,132	84	3.109		
Total	668,864	87			

a. Predictors: (Constant), WORK DISCIPLINE, COMPENSATION, WORK ENVIRONMENT
 b. Dependent Variable: EMPLOYEE PERFORMANCE

Source: primary data processed in 2023

Based on the results of the F test in Table 7, it is found that the F count between Compensation, Work Environment, and Work Discipline on Employee Performance is 43.719 with a significant level of 0.000. So it can be concluded that the variables of Compensation, Work Environment, Work Discipline simultaneously or have a significant effect on Employee Performance. So that the regression model in this study can be said to be feasible and can be analyzed.

Discussion :

Based on results data analysis then will the researcher provides the following explanation :

1. Connection Compensation on Employee Performance

Analysis results regression double between Compensation (X1) on Employee Performance (Y) shows Beta value of 0.198 with level significance $0.006 < 0.05$. this _ show that Compensation effect positive and significant on Employee Performance . So that the more big Compensation given _ to Employee , then will the more improve Employee Performance . With thereby can concluded stated hypothesis _ guess there is positive influence _ between Employee Compensation and Performance accepted .

That means the office has met the needs of employees, which can be proven by the indicators used in this study, such as: The salary I receive is decent and in accordance with my work; The incentives I receive are appropriate and in accordance with my work; The bonuses I receive can increase morale; The wages given by the office can be used as a pioneer to increase morale; The office provides life insurance to employees; Satisfied with labor social security provided by the office; as well as, the insurance that I receive can help the welfare of me and my family.

These seven compensation indicators have an influence on improving employee performance at the Semarang City Health Office. The indicator "The office provides life insurance to employees, and the bonus I receive can increase morale" is an indicator that gets very positive responses. This indicates that the company has guaranteed work safety and bonuses for its employees. This study shows that companies are able to accommodate compensation with responsibility so that it shows positive things. By providing adequate compensation, it is hoped that employees will be more enthusiastic about doing their jobs. If employees receive compensation in accordance with what has been done in the company, then employees will tend to do the best work for the company. So that employees will try to maintain and even improve their performance in the company.

2. Connection Environment Work on Employee Performance

Analysis results regression double between Environment Work (X2) on Employee Performance (Y) shows Beta value of 0.418 with level significance $0.000 < 0.05$. this _ show that Environment

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Work effect positive and significant on Employee Performance . So that the more Good Environment given work _ to Employee , then will the more improve Employee Performance . With thereby can concluded Environment Work and Employee Performance accepted .

That means the office has met the needs of the working environment conditions, so that employees can be proven by the indicators used in this study such as: The existing lighting (sunlight and electricity) in the work space is in accordance with my needs; The air condition in the work space makes me feel comfortable while working; I always work hard in comfortable working conditions; The decoration in the workspace that is neat adds to my comfort while working; The employee work environment is calm and free from the noise of motorized vehicles; Work facilities currently available are sufficient to support work activities; Communication with leaders between subordinates has been going well; and, in my opinion, good communication between colleagues can help the smooth implementation of work.

These eight work environment indicators have influenced the work environment of employees at the Semarang City Health Office. There is an indicator "I am always active at work with comfortable working conditions, and in my opinion good communication between colleagues can help the smooth implementation of work" is an indicator that gets very positive responses. This indicates that the office has guaranteed work safety and bonuses for its employees. In this study, it shows that the work environment is very influential on employee performance, the more employees are in a comfortable and good work environment, the more employees will affect the company's performance. The most likely thing for the office to do is to keep them comfortable with the work environment in the office, by providing complete support for the facilities employees receive to support their work.

3. Connection Discipline Work on Employee Performance

Analysis results regression double between Discipline Work (X3) on Employee Performance (Y) shows Beta value of 0.421 with level significance 0.000 <0.05. this _ show that Discipline Work effect positive and significant on Employee Performance . So that the more Good Discipline given work _ to Employee , then will the more improve Employee Performance . With thereby can concluded Discipline Work and Employee Performance accepted .

This means that the office has met the needs of the working environment conditions, so that employees can be proven by the indicators used in this study such as: I come and go home from work always on time; In carrying out my duties I always follow the instructions of the leadership; In carrying out my duties I always follow the instructions of the leadership; I use and maintain office equipment with care; I wear work uniform according to work procedures set by the office; and, at work I always follow the work procedures set by the office.

These five indicators of work discipline have influenced the work discipline of employees at the Semarang City Health Office. There is an indicator "In carrying out my duties I always follow the instructions of the leadership, I come and go home from the office always on time, and I wear a work uniform in accordance with work procedures set by the office are indicators that get very positive responses. This indicates that the company has paid attention to employee discipline. This study shows that work discipline is one of the factors to increase efficiency as much as possible by complying with existing regulations and living them as best as possible. With the regulations that have been made, employees have high work discipline so that company goals can be achieved together.

4. CONCLUSION

Based on the results of the analysis of this study to determine the effect of compensation, work discipline and work environment on employee performance at the Semarang City Health Office, the following conclusions can be obtained: Compensation has a positive and significant effect on employee performance at the Semarang City Health Office. The results of this study can be implied that the company is able to accommodate compensation with responsibility so that it shows positive things, by providing adequate compensation it is hoped that employees will be more enthusiastic about doing their jobs. The work environment has a positive and significant effect on employee performance at the Semarang City Health Office. The results of this study can be implied that the work environment greatly influences employee performance, the more employees are in a comfortable and good work environment, the more employees will affect performance in the company. Work Discipline has a positive and significant effect on

employee performance at the Semarang City Health Office. The results of this study can be implied that work discipline is one of the factors to increase efficiency as much as possible by complying with existing regulations and living them as well as possible.

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