

THE EFFECT OF COMPENSATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE

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Abstract

This research aims to find out and analyze the effect of compensation and work discipline on employees' performance, with work motivation as the intervening variable at CV Concept Global Media. The independent variables were compensation and work discipline, while the dependent variable was employees' performance and work motivation as the intervening variable. The population was employees at CV Concept Global Media consisting of 45 people. Furthermore, the data collection technique used saturated sampling. The data analysis technique used Partial Least Square SmartPLS 3.0. The results concluded that compensation and work discipline had a positive and significant effect on employees' performance. Additionally, compensation had a positive and significant effect on work motivation. Work discipline has a positive and significant effect on employees' performance. In addition, work motivation may not mediate the effect of compensation on employees' performance. Likewise, work motivation may not mediate the effect of work discipline on employees' performance.

INTRODUCTION

The company's success in realizing the goals that have been set can be seen from the survival of the company itself, it means that the company is able to use its strategy. The company must not only have a good strategy, but also have qualified human resources that can support the company's goals. Competent human resources or employees will be able to put the company on the competitive track or even be at the forefront of business competition. The quality of human resources in the company must be developed by the company continuously in accordance with the current development situation, so that employees can carry out their work professionally, responsibly, and have a good attitude to help companies dealing with increasingly complex situations.

CV Concept Global Media is a company engaged in the production of children's educational toys, which prioritizes online buying and selling transactions such as WhatsApp and various marketplace platforms. The company sales target has decreased. This indicates that the performance of employees at CV Concept Global Media is not optimal, therefore it will have a negative impact on the company.

According to Mangkunegara (2017: 67) performance is the achievement obtained by employees as long as they work with good quality work. Employee performance is an individual thing, meaning each employee has a different level of ability in carrying out their duties. Meanwhile, according to Syafrina (2017) performance is the result of work completed by someone in carrying out their functions or responsibilities in accordance with the rules and standards that apply in each organization.

Compensation is a reward or remuneration provided by the organization to workers because these workers have contributed their energy and thoughts for the progress of the organization in order to achieve the goals (Sastrohadiwiryo, 2018: 218). By receiving the compensation, workers can meet their needs and improve their standard of living. Research that discusses compensation for employee performance has been carried out and has produced several conclusions, such as Tonga and Huda (2018), Shofwani and Hariyadi (2019), Efendi et al., (2020). Their research results stated that compensation has a significant effect on employee performance. However, in contrast, research by Aromega et al., (2019) resulted that compensation has no significant effect on employee performance.

Work discipline is the awareness and willingness of employees to comply with all applicable organizational regulations and social norms (Sinambela, 2018: 335). Work discipline is an important operational function of human resource management because the more disciplined employees are, the higher their work performance. Research about work discipline on employee performance has been carried out and has produced several conclusions including Shofwani and Hariyadi (2019), Aromega et al., (2019), Jufrizen (2021) has a significant effect on employee performance. However, it is different from the research conducted by Atikah (2019) which has no significant effect on employee



performance.

Motivation is a factor that encourages someone to carry out an activity. Therefore, every activity carried out by employees while working must have a factor that encourages them to carry out their work (Sutrisno, 2020: 109). Research about work motivation on employee performance has been carried out and has produced several conclusions including Ghozali (2017), Siagian (2018), and Susanto (2019) which have a significant effect on employee performance. However, it is different from the research conducted by Siahaan and Bahri (2019) which has no significant effect on employee performance.

Motivation according to Sutrisno (2020: 109) is a factor that encourages someone to carry out an activity. Therefore, every activity carried out by employees while working must have a factor that encourages them to carry out their work. Research in work motivation on employee performance has been carried out and has produced several conclusions including Ghozali (2017), Siagian (2018), and Susanto (2019) which have a significant effect on employee performance. However, it is different from the research conducted by Siahaan and Bahri (2019) which has no significant effect on employee performance.

Based on the background, it can be determined that the formulation of the problem in this study is: (1) Does compensation, and work discipline partially affect employee performance? (2) Does compensation and discipline partially affect work motivation?; (3) Does work motivation affect employee performance?; (4) Does compensation affect employee performance through work motivation?; (5) Does work discipline affect employee performance through work motivation? The research purposes are to prove such problems.

RESEARCH METHODS

Research samples

The research method used is quantitative research. The population of this study were all employees of CV Concept Global Media, totaling 45 employees. The sampling technique used is saturated sampling technique meaning all members of the population are used as samples. The data used in this study are primary data, using questionnaires. Measuring the value of this questionnaire using a Likert scale. The Likert scale is a tool for measuring attitudes, opinions, and perceptions of a person or group of people about social phenomena.

The independent variables in this study include 2 independent variables, namely compensation (K) and work discipline (DK), the dependent variable in this study is employee performance (KK), and the intervening variable in this study is work motivation (MK).

Variables operational definition

Compensation



Compensation is a reward for services provided by employees of CV Concept Global Media. Several compensation indicators according to Elmi (2018: 86), are: (1) Salary; (2) Incentives; (3) Allowances; (4) Facilities.

Work discipline

Work discipline is the attitude of willingness and obedience of employees to all regulations in the applicable CV Concept Global Media. Several indicators of work discipline according to Sutrisno (2016:94) are: (1) Obey the rules of time; (2) Comply with company regulations; (3) Observe the rules of conduct at work; (4) Obey other regulations.

Employee performance

Employee performance is the result of work obtained from employee activities while working or for a certain period of time at CV Concept Global Media. Employee performance indicators according to Mangkunegara (2017:75) are as follows: (1) Quality of work; (2) Work quantity; (3) Reliability; (4) Attitude.

Work motivation

Work motivation is the reason that drives CV Concept Global Media employees to do every job. Indicators of work motivation according to McClelland's theory are as follows: (1) Need for achievement or need for achievement; (2) The need for power or need for power; (3) The need for a relationship or need for affiliation.

DATA ANALYSIS TECHNIQUES

The data analysis technique to solve the problem used in this study uses path analysis using SmartPLS 3.0 software.

Measurement Model (Outer Model)

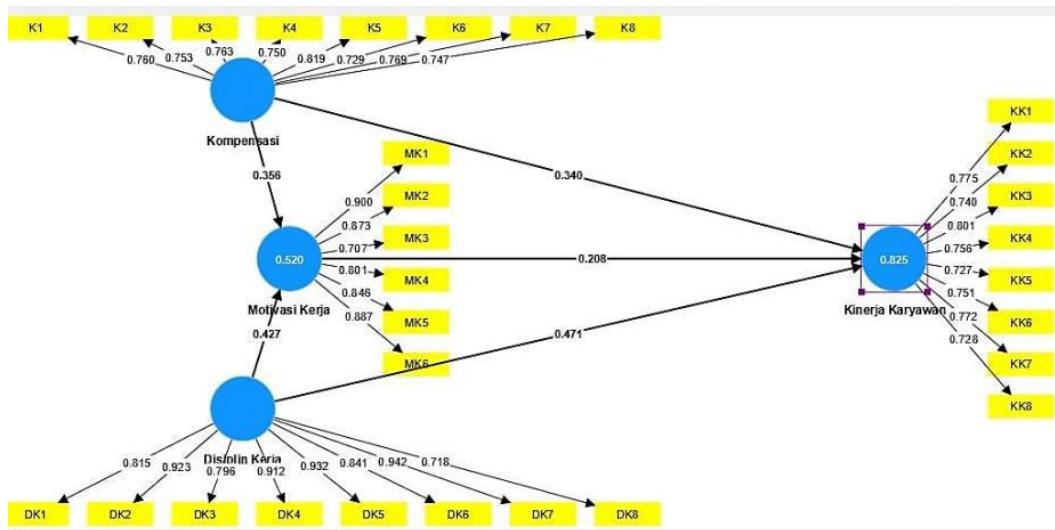
The measurement model has the objective of knowing the effect of one variable on another. In the measurement model there are 2 tests, namely the validity test and reliability test. The partial least squares (PLS) analysis method uses three validity tests are convergent validity test, discriminant validity test and average variance extracted (AVE). The reliability test is used as a measuring tool to determine the balance and consistency of research media on a particular variable.

Structural Model (Inner Model)

The Structural Model (Inner Model) uses three validity tests, namely structural equation testing, R-Square testing and hypothesis testing.

RESULTS AND DISCUSSION

Results of Data Analysis Measurement Model (Outer Model)



Convergent validity test

The convergent validity test is used as a measure of the indicators in each variable by looking at the outer loading, when the outer loading value is > 0.5 then it is declared valid. Following are the results of the convergent validity test using SmartPLS 3.0:

Table 2. Results Outer Loading

Indicators	Compensation	Work Discipline	Employee Performance	Work Motivation
K1	0.760			
K2	0.753			
K3	0.763			
K4	0.750			
K5	0.819			
K6	0.729			
K7	0.769			
K8	0.747			
DK1		0.815		
DK2		0.923		
DK3		0.796		
DK4		0.912		
DK5		0.932		
DK6		0.841		
DK7		0.942		
DK8		0.718		
KK1			0.775	
KK2			0.740	
KK3			0.801	
KK4			0.756	
KK5			0.727	
KK6			0.751	
KK7			0.772	

KK8	0.728	
MK1		0.900
MK2		0.873
MK3		0.707
MK4		0.801
MK5		0.846
MK6		0.887

Source: Primary data processed, 2023.

Based on table 2, all indicators in the convergent validity test used in this study have an outer loading value of > 0.5 , so they are declared valid.

Discriminant Validity Test

The discriminant validity test is used as a measure for each indicator by looking at the cross-loading value, if the cross-loading value is > 0.7 then it is declared valid. The following are the results of the discriminant validity test using the SmartPLS 3.0 software: (Insert table 3)

Table 3. Cross Loading

Indicators	Compensation	Work Discipline	Employee Performance	Work Motivation
K1	0.760			
K2	0.753			
K3	0.763			
K4	0.750			
K5	0.819			
K6	0.729			
K7	0.769			
K8	0.747			
DK1		0.815		
DK2		0.923		
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KK8			0.728	
MK1				0.900

MK2	0.873
MK3	0.707
MK4	0.801
MK5	0.846
MK6	0.887

Source: Primary data processed, 2023.

Based on table 3, all indicators used to test discriminant validity have a cross loading value of > 0.7 so that they are declared valid. In addition to testing discriminant validity, AVE (average variance extracted) testing needs to be done to further support the testing of discriminant validity values that have been carried out.

AVE (Average Variance Extracted)

The criterion for the AVE value to be declared valid is > 0.5 . Following are the test results using the SmartPLS 3.0 software:

Table 4. Results AVE (Average Variance Extracted)

Variables	Average Variance Extracted	Information
Compensation(K)	0.580	Valid
Work Discipline(DK)	0.745	Valid
Work Motivation (MK)	0.702	Valid
Employee Performance (KK)	0.572	Valid

Source: Primary data processed, 2023.

Based on table 4, all variables in this study have a criterion AVE value of > 0.5 so that they are declared valid.

Reliability tests

When the composite reliability value is ≥ 0.7 , it is declared reliable. Following are the results of composite reliability testing using SmartPLS 3.0 software:

Table 5. Results Composite Reliability

Variables	Composite Reliability	Information
Compensation(K)	0.917	Reliable.
Work Discipline(DK)	0.959	Reliable.
Work Motivation (MK)	0.934	Reliable
Employee Performance (KK)	0.915	Reliable.

Source: Primary data processed, 2023.

Based on table 5, all variables in this study have a consistent and adequate level in measuring construct variables with a composite reliability value of ≥ 0.7 so that they

are declared valid.

Cronbach Alpha

Cronbach alpha which is used as a form of measurement tool to strengthen the test results on composite reliability, the criteria for Cronbach alpha values to be declared reliable are > 0.6 . Following are the results of the Cronbach alpha test using SmartPLS 3.0 software:

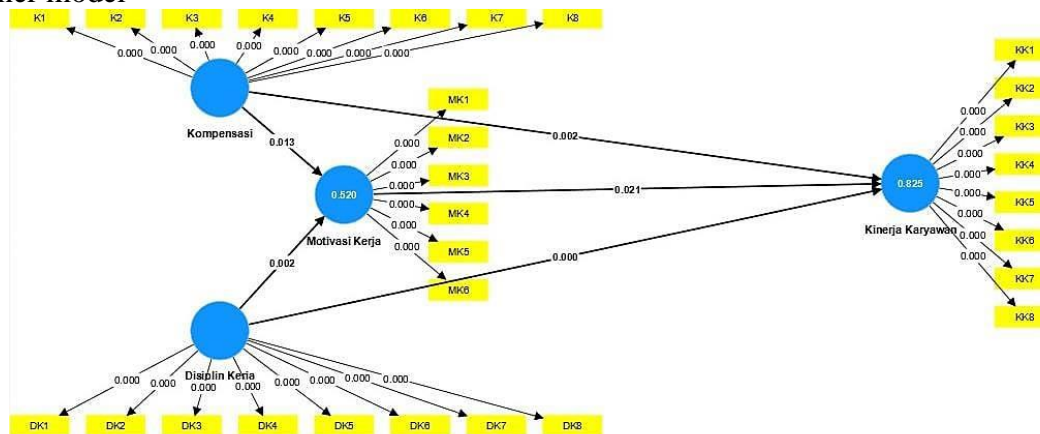
Table 6. Results Cronbach Alpha

Variables	Cronbach Alpha	Information
Compensation(K)	0.896	Reliable.
Work Discipline(DK)	0.950	Reliable.
Work Motivation (MK)	0.914	Reliable.
Employee Performance (KK)	0.893	Reliable.

Source: Primary data processed, 2023.

Based on table 6, all variables in this study have a criterion AVE value of > 0.5 so that they are declared valid.

Inner model



Structural Model Testing

Testing of the Direct Influence Structural Model

The criteria for the value of direct influence between variables that are declared to have a positive effect are > 0 . The following are the results of the original sample direct influence test using SmartPLS 3.0 software:

Table 7. Original Sample Results

Influence of Variables	Original Sample	Information
Compensation(K) → Performance	0.340	Positive

Employees (KK)		
Work Discipline (DK) → Employee Performance (KK)	0.471	Positive
Compensation(K)→Work Motivation(MK)	0.356	Positive
Work Discipline (DK) → Work Motivation (MK)	0.427	Positive
Work Motivation (MK) → Employee Performance(KK)	0.208	Positive

Source: Primary data processed, 2023.

Based on table 7, the direct effect between variables in this study has an original sample value of > 0.5 , so it is declared positive.

Indirect Influence Structural Model Testing

The following are the results of the original sample indirect effect test using SmartPLS 3.0 software:

Table 8. Original Sample Results

Influence of Variables	Original Sample	Information
Compensation (K) → Work Motivation (MK) → Employee Performance (KK)	0.074	Positive
Work Discipline (DK) → Work Motivation (MK) → Employee Performance (KK)	0.089	Positive

Source: Primary data processed, 2023.

Based on table 8, the indirect effect between variables in this study has an original sample value of > 0.5 , so it is declared positive.

R-Square Testing

The following are the results of the R-Square test using the SmartPLS 3.0 software:

Table 9. R-Square Results

Variables	R-Square	Information
Employee Performance (KK)	0.825	Strong
Work Motivation (MK)	0.520	Moderate

Source: Primary data processed, 2023.

Based on table 9, it is known that the R-Square value in the Compensation and Work Discipline variables affects the Employee Performance variable which is included in the "strong" category. While the Compensation and Work Discipline variables affect the Work Motivation variable, it is included in the "moderate" category.

Hypothesis testing

Hypothesis testing is used to determine whether or not all variables with direct and indirect effects are significant. The following is a hypothesis test using SmartPLS 3.0 software:

Table 10. Hypothesis Test Results

No.	Influence of Variables	T-statistics	P-values	Information
1.	Compensation (K) → Employee Performance (KK)	3,176	0.002	Significant
2.	(K) → Work Motivation (MK)	2,484	0.013	Significant
3.	Work Discipline	4,554	0,000	Significant
4.	(DK) → Work Motivation (MK)	3,076	0.002	Significant
5.	Work Motivation (MK) → Employee Performance (KK)	2,310	0.021	Significant
6.	Compensation (K) → Work Motivation (MK) → Employee Performance (KK)	1,844	0.065	No Significant
7.	Work Discipline (DK) → Work Motivation (MK) → Employee Performance (KK)	1,620	0.105	No Significant

Source: Primary data processed, 2023.

DISCUSSION

Compensation Has a Significant Influence on Employee Performance

Based on the hypothesis testing, it is known that compensation has a significant effect on employee performance at CV Concept Global Media. However, the compensation provided by the company can maintain the attitude of employees while working. An employee who has a good attitude can get the job done easily improving optimal work results so that leaders do not hesitate to give a reward to their employees. The higher the compensation given, the higher the employee's performance will be. The results of this study are in accordance with the theory put forward by Kasmir (2016: 255) that performance also has a relationship with compensation. The results of this study are in line with the research of Shofwani and Hariyadi (2019) and Tonga and Huda (2018) which show that there is a positive and significant effect of compensation on employee performance.

Work Discipline Has a Significant Influence on Employee Performance

Based on the results of the hypothesis testing, it can be seen that Work Discipline has a significant effect on Employee Performance at CV Concept Global Media. Disciplined employees will cause the company to achieve optimal work results. The results of this study are good work discipline reflects a person's level of responsibility for the tasks assigned to him. In addition, employees will carry out work instructions by working on the right track to achieve optimal employee performance. The results of this study are in line with Jufrizen's research (2021) and Aromega et al. (2019) which states



that the effect of work discipline on employee performance is positive and significant.

Compensation Has a Significant Influence on Work Motivation

Based on the results of the hypothesis testing, it is known that compensation has a significant effect on work motivation at CV Concept Global Media. This means that the compensation received by the company's employees keeps them motivated in their daily work. The results of this study are in accordance with Batjo and Shaleh (2018: 83) that the motivation of a leader can effectively influence employee performance if the compensation offered to employees is of decent and fair value. The results of this study are in line with the results of research by Atikah (2019) and Tonga and Huda (2018) which show that compensation has a significant effect on work motivation.

Work Discipline Has a Significant Influence on Work Motivation

Based on the results of hypothesis testing, it is known that Work Discipline has a significant effect on Work Motivation at CV Concept Global Media. Thus, employees with good work discipline will direct behavior in an effort to achieve certain achievements. As long as employees of CV Concept Global Media have good behavior in applying work discipline. The results of this study are in accordance with the theory put forward by Afandi (2016: 2) that the purpose of work discipline is the extent to which a person is responsible for the tasks assigned to him, encouraging enthusiasm at work, and encouraging the achievement of organizational goals. The results of this study are in line with the research of Jufrizen (2021) and Atikah (2019) which show that the effect of work discipline on work motivation is positive and significant.

Work Motivation Has a Significant Influence on Employee Performance

Based on the results of hypothesis testing it is known that work motivation has a significant effect on employee performance at CV Concept Global Media. When company employees are less motivated to work, it is seen that what is produced will also be reduced. This means that the higher the level of motivation, the employee's performance will also increase. The results of this study are in accordance with the theory put forward by Kasmir (2016: 187) if employees have low work motivation, employee performance will be less than optimal due to a lack of passion for work. In this case, motivation can affect a person's performance at work. The results of this study are in line with the research results of Ghozali (2017) and Susanto (2019) show that work motivation has a positive and significant influence on employee performance.

Compensation Has No Significant Influence on Employee Performance through Work Motivation

Based on hypothesis testing, it is known that compensation does not have a significant effect on employee performance through work motivation at CV Concept Global Media. This is because the sample in this study are temporary employees so they do not meet the criteria for the Work Motivation indicator which results in compensation not being able to motivate employees to improve their performance. The results of this study are not in accordance with the theory put forward by Ulfatin and Triwijayanto (2016: 124) that by providing compensation, companies must be able to improve employee performance through their work motivation. The results of this study are in line



with the results of research by Atikah (2019) and Herlambang et al. (2022) that compensation has no significant effect on performance through work motivation.

Work Discipline Has No Significant Influence on Employee Performance through Work Motivation

Based on the hypothesis testing, it is known that work discipline does not have a significant effect on employee performance through work motivation at CV Concept Global Media. This is because the sample in this study are temporary employees so they do not meet the criteria for the Work Motivation indicator which results in work discipline not being able to motivate employees to improve their performance. The results of this study are not in accordance with the theory put forward by Maulana et al. (2017) that the purpose of motivation is to improve work performance and work discipline. The results of this study are in line with the results of research by Atikah (2019) and Jufrizen (2021) that work discipline has no significant effect on performance through work motivation.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

1. Compensation has a positive and significant effect on employee performance, it means compensation can improve and influence employee performance; (2) Work Discipline has a positive and significant effect on Employee Performance, meaning that compensation is able to increase and influence employee performance; (3) Compensation has a positive and significant effect on Work Motivation, it shows that compensation can improve and influence employee performance; (4) Work Discipline has a positive and significant effect on Work Motivation, this shows that compensation can improve and influence employee performance; (5) Work Motivation has a positive and significant effect on Employee Performance, meaning that compensation can improve and influence employee performance; (6) Work Motivation as an intervening variable is positively and not significantly able to mediate the effect of Compensation on Employee Performance, showing that compensation is able to increase and influence employee performance; (7) Work Motivation as an intervening variable is positively and not significantly able to mediate the effect of Work Discipline on Employee Performance, it means that compensation can increase and influence employee performance.

SUGGESTIONS

1. For further research, it is expected to be able to develop this research by adding data collection techniques other than using questionnaires, for example in the form of interviews and by adding other variables outside the variables used in this study. Thus, the research results produced are more optimal and maximal
2. For related companies, namely CV Concept Global Media, it is better if the compensation that has been given must be maintained, if possible it needs to be increased, and if there are additional overtime hours then appropriate incentives are given. In addition, it is better to improve employee discipline by means of regulations that have been implemented as best as possible by always emphasizing the

appreciation or sanctions they receive if they comply with or violate company regulations. So that it has a good impact on employee performance.

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