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THE INFLUENCE OF WORK DISCIPLINE AND COMPENSATION ON EMPLOYEE PERFORMANCE (Study of PDAM Kolaka Office Employees)

[*1] Milliana, [2] Andry Stephanie Titing, [3] Hendrik
[*1,2,3]Universitas Sembilan Belas November Kolaka
Email: *[1] srimilliana@gmail.com, [2] andriestephan85@gmail.com, [3] hendrik.mantap@gmail.com

Abstract k
This research aims to determine the effect of work discipline and compensation on employee performance at the Kolaka district PDAM office. This research uses a quantitative method. Data collection in this research used observation, literature study, and the distribution of questionnaires. The population in this study was 70 respondents. Likewise, the sample in this study was 70 respondents using a sampling technique, namely the census method. Research instrument testing uses validity and reliability tests with SPSS 22.0. The data analysis techniques used in this research are measurement model testing (outer model) and structural model testing (inner model) with smart PLS 4.0. Based on the research results, it is known that there is a positive and significant influence between the work discipline variables, as shown by the P-value of 0.000. Meanwhile, the Compensation variable has a positive and significant effect on Employee Performance as shown by the P-Value value of 0.032

Keywords: Work discipline, compensation, performance

Abstrak
Penelitian ini bertujuan untuk mengetahui pengaruh disiplin kerja dan kompensasi terhadap kinerja pegawai pada kantor PDAM kabupaten Kolaka. Penelitian ini menggunakan pendekatan dengan metode kuantitatif. Pengumpulan data dalam penelitian ini menggunakan observasi, studi pustaka, dan penyebaran koesioner. Populasi dalam penelitian ini adalah 70 responden begitupun dengan Sampel dalam penelitian ini berjumlah 70 responden dengan menggunakan teknik pengambilan sampel yaitu metode sensus. Pengujian instrument penelitian menggunakan uji validitas dan uji reabilitas dengan SPSS 22.0. Teknik analisis data yang digunakan dalam penelitian ini adalah uji measurement model (outer model) dan pengujian model struktus (inner model) dengan smart PLS 4.0. berdasarkan hasil penelitian diketahui bahwa terdapat pengaruh positif dan signifikan antara variabel Disiplin kerja yang ditunjukkan dari P-Value sebesar 0.000. Sedangkan variabel Kompensasi berpengaruh positif dan signifikan terhadap Kinerja Pegawai yang ditunjukkan dari nilai P-Value sebesar 0.032.

Kata Kunci: *Disiplin kerja, kompensasi, kinerja*

Introduction

Employee performance is a person's work performance, namely the comparison between the results of his work obtained in real terms and the work standards that have been set. Employee performance is the work result that has been achieved by a group of employees in accordance with

the duties and obligations given to them (Arifin et al., 2019). According to Afandi (2018), performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics. So performance is the most important thing in an organization.

Various research shows that performance is influenced by work discipline and compensation (Nur Aisyah, 2017; Syahrani, 2018; and Kurniawati, 2020). According to Onsardi (2020), employee performance is influenced by work discipline. Likewise, research conducted by Delly Yulianti (2021) found that employee performance is influenced by work discipline. According to Sinambela (2018) concludes that work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. Based on research results (Onsardi, 2020), work discipline has a positive and significant effect on employee performance. Meanwhile, research (Nupi, 2020) states that work discipline has no effect on employee performance.

Apart from work discipline, another thing that can influence performance is compensation. According to Hasibuan (2019), compensation is all income in the form of money or direct or indirect goods received by employees as compensation for services provided to the company. Compensation indicators consist of insurance, salary, bonuses, and allowances (Hasibuan, 2017). Research conducted by Syarif (2019) shows that compensation has a significant influence on employee performance. This is in line with research by Adawiah (2022), which found that there is an influence between compensation and employee performance.

In line with previous research, the author also found that there was a research gap in previous research. Julianti's (2020) research found that work discipline has a positive effect on employee performance, and the same results are supported by Farisi's (2020) research, which states that work discipline partially has a positive and significant effect on employee performance. Meanwhile, Runtuwene (2019) stated that partially disciplined employees do not have a significant effect on employee performance. The results of other research conducted by Anggara (2022) found that work discipline had a negative and insignificant effect on employee performance.

The research above is connected to the research location, namely the Kolaka Regency Regional Drinking Water Company (PDAM), which is one of the business units owned by the Kolaka Regional government and is currently improving its distribution of clean water to the Kolaka community. For this reason, PDAM Kolaka continues to strive to provide clean water services by carrying out the transfer of raw water sources from the PAM Sakuli intake to the Ulunggulako river, which will take 1.5 years. Based on initial observations the author made at PDAM

Kolaka found that there were problems related to the decline in employee performance that occurred every year. as in the following table:

No	Year	Average Performance assessment
1	**2021**	82 %
2	**2022**	75 %

Based on the table above, it shows that employee performance has decreased from 2021 to 2022. This is influenced by two main factors based on the results of interviews with five sub-division heads at PDAM Kolaka Regency. The first factor is related to minimal employee discipline, and the second factor is related to low employee extrinsic motivation caused by compensation factors. PDAM employees' minimal work discipline results in performance decreasing over time; this can be seen in the table below.

Month (2022)	Information			Average
	D.L	ITK	A	
January	9	15	24	**68 ,6 %**
February	3	15	18	**51 ,5 %**
March	4	18	21	**61 ,5 %**
April	5	22	27	**77 ,14 %**
May	4	19	27	**71 ,5 %**
June	4	18	23	**64 ,3 %**
July	-	-	-	-
August	4	16	19	**55 ,8 %**
September	3	21	22	**65 ,8 %**
October	4	21	19	**62 ,9 %**
November	9	23	57	**86 ,9 %**
December	**8**	**30**	**54**	**87 ,8 %**

(Source: Kolaka Regional Drinking Water Company (PDAM))

Based on the information in the table above, it shows that employee work discipline data at the PDAM Kolaka office from January to December 2022 experienced fluctuations. This is due to a lack of awareness among some employees about the importance of work discipline, as can be seen

from the fact that there are still a number of employees who are often late coming to the office according to the working hours that have been implemented. Besides that, many employees always ask for permission for various reasons, and many employees often do not come to the office. Some employees also complained about compensation in the form of salaries, which were often given late, causing some employees to be lazy about coming to the office, which had an impact on employee performance. Apart from that, it is necessary to provide compensation for employees whose performance is good so that these employees can be more enthusiastic about working, such as by giving bonuses to meet employee work targets or providing incentives or awards to motivate employees to improve their performance. Based on the background of the problem above, which is strengthened by the research gap, the author is interested in researching the effect of work discipline and compensation on employee performance (study of PDAM Kolaka Office employees).

Method

The research method used is a quantitative research method. Quantitative research methods. This research was carried out on 70 employees of the Kolaka Regency Regional Drinking Water Company (PDAM), and the research was carried out in June 2023. The sampling technique used in this research used a saturated sample, or census. Types and sources of data are primary data and secondary data. Data collection in this research was carried out through observation, literature study, and distributing questionnaires. The results were processed through validity and reliability tests using the SPSS application. Validity testing in this research can be carried out using the SPSS program by examining the *core-item total correlation value.* After it is found that the statements (items) used in the research are valid, the reliability of the statements declared valid is then tested.

Results and Discussion

In this research, the research used SPSS 25 software, the validity test results are shown in the following table:

Validity Test Results Table

Variables	Indicator	r-count	r-table (5%)	Information
Work Discipline	X1.1	0.541	0.361	**Valid**
	X1.2	0.669	0.361	**Valid**
	X1.3	0.747	0.361	**Valid**
	X1.4	0.772	0.361	**Valid**
	X1.5	0.759	0.361	**Valid**

	X1.6	0.808	0.361	**Valid**
Compensation	X2.1	0.873	0.361	**Valid**
	X2.2	0.830	0.361	**Valid**
	X2.3	0.894	0.361	**Valid**
	X2.4	0.932	0.361	**Valid**
	X2.5	0.780	0.361	**Valid**
	X2.6	0.863	0.361	**Valid**
Performance	Y1	0.812	0.361	**Valid**
	Y2	0.792	0.361	**Valid**
	Y3	0.827	0.361	**Valid**
	Y4	0.855	0.361	**Valid**
	Y5	**0.831**	**0.361**	**Valid**

(Source: Primary Data processed by SPSS 22)

Based on the table above, it shows r-count > r-table (0.361), so the 17 instrument question items are declared valid and can be used for further analysis.

Reliability is a translation of the word reliability. Measurements that have high reliability are called reliable measurements. A set of questions in a questionnaire can be accepted if it has a reliability coefficient value greater than or equal to 0.6 (Sujarweni, 2019). The reliability test with the help of SPSS 25 can be shown in the following table:

Reliability Test Results Table

Variables	Croach's Alpha	Crisis value	Information
Work discipline	0.763	0.60	**Reliable**
Compensation	0.933	0.60	**Reliable**
Performance	**0.870**	**0.60**	**Reliable**

(Source: Primary data processed, 2023)

Based on table 2 above, it shows that all variables have a Croach's alpha coefficient value of> 0.60, so the indicators for each variable are said to be reliable and can be used as further testing tools.

The characteristics of the respondents in this study were used to describe the descriptions

of the respondents' identities. And the research sample consisted of 70 people, consisting of various units or fields, at the PDAM Kolaka office. Temporary Therefore, the instrument used in this research is a questionnaire, which is distributed to research respondents directly in the form of a research questionnaire (Hard File). As for the profile object study, which participants in the study are as follows:

Characteristics TableRespondent

Category	Characteristics	Amount	Percentage
Gender	a. Man	4 0	**58%**
	b. Woman	30	**42%**
	Total	**70**	**100%**
Age	20-30 Tanun	9	**13%**
	31-40 Years	27	**39%**
	41-50 Years	23	**33%**
	>51 Years	11	**15%**
	Total	**70**	**100%**
Education	SMA/STM	18	**65%**
	D3	4	**6%**
	S1	46	**26%**
	S2	2	**3%**
	Total	**70**	**100%**
Length of work	1-5 Years	21	**30%**
	5-10 Years	26	**37%**
	>10 Years	23	**33%**
	Total	**70**	**100%**

(Source: Primary data processed, 2023)

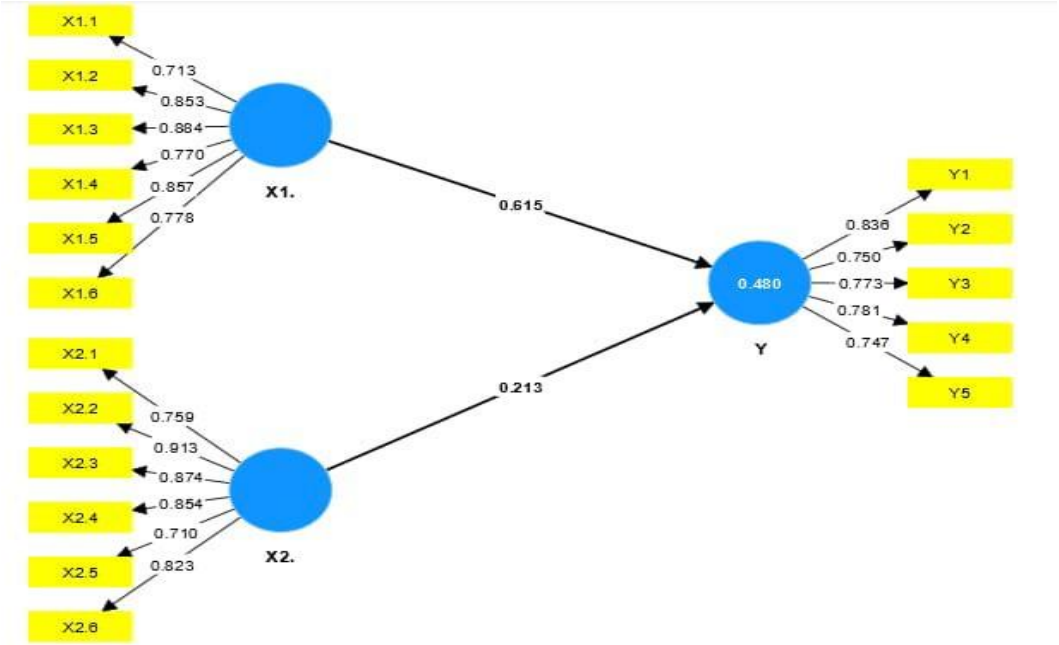
Based on the table above on respondent characteristics, based on gender, the 70 respondents were dominated by 40 male respondents with a percentage of 58% and 30 female respondents with a percentage of 42%. The majority of respondents were aged 31–40 years, with a percentage of 39%, and the lowest respondents were aged >51 years (15%). The highest level of education among respondents was a bachelor's degree at 65%, while the lowest was a master's degree at 3%. Meanwhile, the greatest length of work for

respondents was 5–10 years, with a percentage of 37%, while the smallest number of respondents was 1–5 years, with a percentage of 30%.

Descriptive Research Variables Measurement Model (Outer Model)

Model study This is a method With structural equation modeling (SEM) and PLS 4.0 software, evaluation of the outer model measurement model with reflective indicators can be carried out by testing the reliability of the construct. Where the validity criteria are measured by convergent validity and discriminant validity, the reliability construct is measured by composite reliability. Model testing can be seen as follows:

Image of PLS Algorithm Output



Convergent Validity

Convergent validity is determined by looking at the Average Variance Extracted (AVE) value, where the value must be above 0.5 (Abdillah & Hartono, 2015). The results of calculating the AVE value are presented in the following table:

Table of Average Variance Extracted (AVE) Values

Variable	AVE
Work Discipline	**0.658**
Compensation	**0.681**
Employee performance	**0.606**

(Source : Data processed with SmartPLS 4.0, 2023)

Based on the table, it shows that the average variance extracted (AVE) of each variable is above 0.5, so the requirements for convergent validity testing have been met. Therefore, all

questionnaire items can be used. For analysis data next

Discriminant Validity

Discriminant validity is the extent to which a construct is truly different from other constructs by empirical standards (Hair et al., 2017). In other words, discriminant validity is used to test whether a construct or variable is unique and different if compared to another variable in the model. According to Rahmawati and Tuti (2022), there are three approaches that can be used to test discriminant validity. Approach First: Seek cross-loading with the criteria that the loading factor value of a construct must be higher than that of other latent constructs. The second approach is to use the Fornell-Locker criteria, which is that the mark root square AVE of something construct must be taller than the intercorrelation values that exist in each construct. The third approach is to use HTMT with the mark Ratio Heterotrait Monotrait (HTMT) must < 0.9 to ensure validity discriminant between two constructs reflective.

In this study, to measure discriminant validity, the author used an approach called Which First, which is with see-mark cross-loading. Results for processing cross-data loading can be seen in the table following:

Table Mark Cross Loading

Items	Work Discipline	Compensation	Employee Performance
X1.1	**0.713**	0.348	**0.588**
X1.2	**0.853**	-0.002	**0.502**
X1.3	**0.884**	0.146	**0.545**
X1.4	**0.770**	0.032	**0.380**
X1.5	**0.857**	0.219	**0.581**
X1.6	**0.778**	0.233	**0.556**
X2.1	0.101	**0.759**	**0.099**
X2.2	0.341	**0.913**	**0.398**
X2.3	0.294	**0.874**	**0.391**
X2.4	0.013	**0.854**	**0.144**
X2.5	-0.010	**0.710**	**0.180**
X2.6	-0.021	**0.823**	**0.193**
Y1	0.464	0.129	**0.836**

Y2	0.542	0.182	**0.750**
Y3	0.411	0.284	**0.773**
Y4	0.522	0.347	**0.781**
Y5	**0.584**	**0.358**	**0.747**

(Source : Data processed with SmartPLS 4.0, 2023)

Based on the cross-loading results in Table 4.10, it shows that the construct correlation value with the indicator > mark correlation with construct other. As an illustration of the cross-loading value of indicator Y1 (0.836), which is greater than the cross-loading value of other constructs next to it, in this case work discipline (0.464) and compensation (0.129), Thus, all latent variables already have better discriminant validity than other blocked indicators.

Next, the second approach is to use the Fornell-Lacker criteria, namely to compare the mark root square AVE with the correlation between variables latent. If the square root value of AVE > correlation between latent variables in the model, it is declared good (Hair et al., 2017). The results of the AVE square root and latent variable correlation in the model are as follows:

Fornell-Lacker Criteria Table

Construct	Work Discipline	Compensation	Employee Performance
Work Discipline	0.811		
Compensation	0.216	0.825	
Employee Performance	**0.661**	**0.346**	**0.778**

(Source: Data processed with SmartPLS 4.0, 2023)

Based on the table above, it can be concluded that the final AVE root value for each latent variable is > compared to the correlation value between latent variables in the model. So it can be stated that the correlation between the constructs is good. Then the third approach is to look at the heterotrait-monotrait ratio (HTMT) value, where the HTMT value must be <0.9 to ensure discriminant validity between the two reflective constructs. The results of processing the heterotrait-monotrait ratio (HTMT) values can be seen in the following table.

Table of Heterotrait-Monotrait Ratio Approach (HTMT)

Construct	Work Discipline	Compensation	Employee Performance
Work Discipline			
Compensation	0.212		
Employee	**0.734**	**0.314**	

Performance		

(Source : Data processed with SmartPLS 4.0, 2023)

Composite Reliability and Cronbach's Alpha

Apart from construct validity testing, construct reliability testing was also carried out, which was measured by looking at the composite reliability value and Cronbach's alpha value of the indicator block that measures the construct or latent variable. The output of composite reliability and Cronbach's alpha testing is as follows:

Composite Reliability and Cronbach Alpha Table

Construct	Composite Reability	Cronbach's Alpha
Work Discipline	0.920	**0.658**
Compensation	0.927	**0.681**
Employee Performance	**0.885**	**0.606**

(Source: Data processed with SmartPLS 4.0, 2023)

Analysis of Variant (R2) or Determination Test

Variance analysis is a test carried out with the aim of finding out the big influence between variables in matter. This variable is independent. As for the value from the analysis variant (R2) or test determination, the following:

R-Square Value Table

Variable	R-Square
Employee Performance	**0.480**

(Source: Data processed with SmartPLS 4.0, 2023)

The table shows that the R-Square value shows that the employee performance construct can be explained by 0.480, or 48.0%, by the work discipline and compensation variables, while the remaining 52% is explained by other variables, namely the work environment and leadership. So in this case, the influence of the work discipline variable is determined. and compensation is in the medium category. It can be interpreted that the two exogenous variables, namely work discipline and compensation, are able to become dominant predicators of the exogenous variable, namely the performance of PDAM Kolaka office employees in the medium category.

Path Coefficient (Mean, STEDEV, P-Value)

The path coefficient is carried out with the aim of strengthening the relationship between constructs in each hypothesis. The path coefficient was tested using PLS Boothstrapping with a P-

value variable independent of the variable dependent. According to Abdilah & Jugianto (2015), the rule of thumb provisions used in research are T-Statistics > 1.64 with level significance P-Value or mark probability < 5% and positive value. The path coefficient results are

Table of Path Coefficient Values

Hypothesis	Original Sample Estimate (O)	Mean of Sub Samples (M)	Standard Deviation (STDEV)	T Statistics ([O/STDEV])	P Values
DK->KP	0.615	0.625	0.064	9,660	**0,000**
K->KP	**0.213**	**0.231**	**0.099**	**2,148**	**0.032**

(Source: Data processed with SmartPLS 4, 2023)

Based on the results of the calculations using Smart PLS 4.0 presented, it can be seen that the Original Samples Estimate Discipline Work (DK) to Performance Employee (KP) has a positive value of 0.615 and a P-value of 0.000. By looking at the P-value, if the P-value is <0.05, then the hypothesis is declared accepted, whereas if the P-value is >0.05, then the hypothesis is declared rejected. Apart from that, to see the direction of the influence of the path from work discipline to employee performance, you can see the Original Value Samples Estimate. If the original sample estimate is greater than approach 1, then the influence value becomes stronger. From these results, it can be concluded that the work discipline variable has a positive and significant influence on employee performance because the Rule of Thumb used in this research is the P-value < rather than 5% (0.05). So the First Hypothesis (H1) states that work discipline has a positive and significant effect on employee performance.

To see the results of the calculations done with Smart PLS 4.0, we can see that the mark Original Samples Estimate Compensation (K) to Performance Employee (KP) has a positive value of 0.213 and a P-Value value of 0.032. If the P-Value is less than 0.05, the hypothesis is accepted, and if it is greater than 0.05, the hypothesis is rejected. Apart from that, to see the direction of the magnitude influence track from Compensation to Performance Employee can be seen from the mark Original Sample Estimate. If the original sample estimate value is closer to 1, the influence value will be stronger.

From these results, it can be concluded that the compensation variable has influence positive and significant on performance employees because *the Rule of Thumb* used in this research is the P-value < 5% (0.05), so the second hypothesis (H2) states that compensation has an effect positive and significant on performance employees.

Conclusion

Based on the results and discussion above, it can be concluded that there is a positive and significant influence of the work discipline variable on employee performance at the PDAM Kolaka office. So in this case, the variables measured are punctuality in arriving at work, punctuality at the time of returning home, compliance with applicable regulations, use of prescribed work uniforms, responsibility in carrying out tasks, and carrying out work tasks to completion every day, which has a positive and significant effect on employee performance at the PDAM Kolaka Office. Furthermore, there is a positive and significant influence between compensation and employee performance. So in this case, the variables measured using wages and salaries, incentives, bonuses, premiums, allowances, and insurance have a positive and significant effect on employee performance at the PDAM Kolaka Office.

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