

The Effect of Discipline Motivation and Compensation on Employee Performance at the Office of PT. PLN (Persero) Region I Aceh

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ABSTRACT:

This study aims to determine the effect of Motivation, Discipline and Compensation on Employee Performance of PT. PLN (Persero) Aceh Region, This research was conducted in the city of Banda Aceh, with a total sample of 144 respondents, where the sampling used as respondents was carried out in the form of a census, namely making the entire population of employees of PT. PLN (Persero) Aceh Region, as respondents. The data analyzed in this study is primary data in the form of questionnaire circulation. The data is then processed through multiple linear regression analysis with the help of SPSS. The objects in this study are the facilities, individual abilities, and efforts of the independent variables. performance. The results of this study identified that simultaneously, the variable Motivation and Compensation on Employee Performance had a significant effect on performance, while partially, the variable Motivation and Discipline also had a significant effect on employee performance at PT. PLN (Persero) Aceh Region.

Keywords: Facilities; Individual Ability; Effort; Performance.

JEL Classification: B31; Q35; P47.

INTRODUCTION

Work productivity is a mental attitude and perspective about today must be better than yesterday and tomorrow must be better than today [1,2]. Means that work productivity describes the work ability of the workforce/employees in carrying out their duties. Employees in carrying out their duties need to be in accordance with the targets set by the company, but if employees do not complete them because of low motivation or motivation [3,4]. This low employee motivation is because their needs are not met, this is what every manager must pay close attention to, how to encourage or motivate employees both from within the employee or from outside the person [6,7,8]. According to Hasibuan (2005:145) one of the goals of providing motivation is to improve employee work discipline so that managers need to be careful in motivating their employees because wrong motivation can have a detrimental impact on the company itself, namely decreasing the level of discipline of employees [9] Therefore, managers need to understand the concepts of motivation. This work discipline issue needs to be responded well by company leaders to support company continuity [10,11,12] in order to provide positive benefits for both parties [13]. This work discipline problem is influenced by how the motivation from managers to employees or the motivation that exists within them will affect the level of work discipline of employees [14,15]. Various aspects of the field of work, both government and private agencies can provide satisfaction for employees if there is a compensation program [16,17]. The existence of compensation given in accordance with their rights greatly affects a person's performance [18,19]. For this reason, compensation programs should be established based on fair and reasonable principles, in accordance with hunting laws or in accordance with the work regulations of each institution.

LITERATURE REVIEW

Performance

Performance which in English terms "performance" can mean work performance, performance implementation, work achievement or work / performance / work performance. Meanwhile Bernardin and Russel Robbins (2014) stated that "Performance is the record of outcomes produced on a specified job function or activity during a specified time period" [20]. In general, the definition of performance is the quality and quantity of work that can be achieved by an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities assigned or given to him [21]. Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [22,23]. A person's performance is a combination of ability, effort and opportunity that can be assessed from the results of his work [24]. Performance objectives basically include: a) To determine the level of employee performance, b) Providing appropriate compensation, for example to provide basic salary increases and money intensive, and c) Encouraging accountability from employees.

Motivation

Human behavior is caused or initiated by the presence of motivation [26]. Many psychologists and management experts use different terms to describe something that causes this behavior, some mention motivation or motive, need, urge, desire, and drive. Motivation is a force (an internal urge to carry out activities in accordance with the urge [27]. Motivation or encouragement is the basis for someone to do something or work. Someone who is highly motivated, namely someone who does substantially, to support the production goals of his work unit) , and the organization in which he works. An unmotivated person will give the minimum in work [28]. The theory of work motivation, his activities with employees, states that managers classify their subordinates into two categories based on certain assumptions [29]. The first assumption is that subordinates do not like work, are lazy, do not like to take responsibility, and must be forced to produce something [29, 30]. On the other hand, in organizations there are also employees who like to work, are creative, enjoy responsibility and are able to control themselves. dimensions of work motivation that can affect k employee performance, eight goals can be achieved if employees are motivated, namely:

1. Changing employee behavior in accordance with the company's wishes.
2. Increase passion and enthusiasm for work
3. Improve work discipline
4. Improve work performance.
5. Enhancing employee morale.
6. Increase the sense of responsibility.

7. Increase productivity and efficiency.
8. Growing employee loyalty to the company [31].

The purpose of giving motivation to subordinates is intended to:

1. Leaders can distribute their work to their subordinates to do well.
2. Because there are subordinates who are able to do their work, but they are lazy or less enthusiastic about doing it.
3. To maintain or increase the enthusiasm of subordinates in completing their tasks.
4. To give rewards and job satisfaction to subordinates [32].

Work Compensation

Compensation is all forms given by the company to its employees for the sacrifice concerned [33]. The employee sacrifices can be in the form of work, service fees, or the effort spent to achieve certain goals that have been set by the company [34,35]. Compensation Indicators, refer to all forms of pay or rewards for these employees derived from their work. Compensation indicators include:

1. Wages and salaries.
Wages are usually related to the hourly rate of pay. Wages are the basis of pay that is often used for production and maintenance workers. Salaries generally apply to weekly, monthly, or yearly pay rates.
2. Incentives
Incentives are additional compensation above or beyond the salary or wages provided by the organization.
3. Allowances.
Examples of benefits are health and life insurance, company-paid vacations, pension plans, and other benefits related to employment relationships.
4. Facilities.
Examples of perks are perks such as company cars, club memberships, dedicated parking spaces, or employee-obtained access to company airplanes. Facilities can represent a substantial amount of compensation, especially for highly paid executives [36].

Research Hypothesis Framework

From the description of several theories above, it can be clarified through the variables of the influence of motivation, discipline and compensation on employee performance, schematically described as in the picture below:

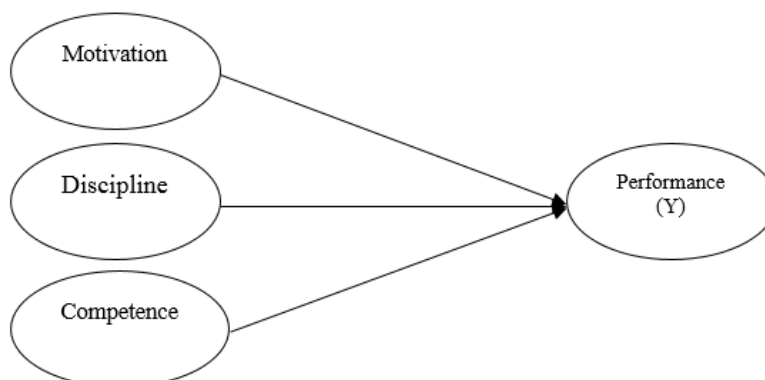


Figure 1. Hypothesis Framework

The hypothesis made by the author in this study is that the variables of motivation, discipline and compensation have a significant effect either partially or simultaneously on increasing the performance of the employees of the Office of PT. PLN (Persero) Aceh Region.

RESEARCH METHODS

Data Analysis Model

To find out the effect of motivation, discipline and compensation variables on improving the performance of PT. PLN (Persero) Aceh Region used multiple linear regression measuring instrument. The equation (Gujarati, 1988:24) is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee performance

a = Constant

b_1 = Motivation variable regression coefficient

b_2 = Discipline variable regression coefficient

b_3 = Regression coefficient of compensation variable

X_1 = Motivation variable

X_2 = Discipline Variables

X_3 = Compensation variable

e = Disturbing factor

Hypothesis Test

1. Simultaneous Significance Test (Statistical Test F)

In this study, the F test was used to determine the level of significance of the effect of the independent variables simultaneously (simultaneously) on the dependent variable (Ghozali, 2005:110). In this study, the hypothesis used is:

Ho : The independent variables, namely motivation, discipline and compensation, do not have a significant effect together on the dependent variable, namely employee performance.

Ha : The independent variables, namely motivation, discipline and compensation, have a significant influence together on the dependent variable, namely employee performance.

By using a significance probability number, i.e.:

a. If the significance probability is > 0.05 , then Ha is accepted and Ho is rejected.

b. If the probability of significance is < 0.05 , then Ha is rejected and Ho is accepted.

2. Coefficient of Determination Analysis (R^2)

The coefficient of determination (R^2) essentially measures how far the model's ability to explain variations in the dependent variable. The value of the coefficient of determination is between zero and one. A small value (R^2) means that the ability of the independent variables (motivation, discipline and compensation) in explaining the variation of the dependent variable (employee performance) is very limited. Vice versa, a value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

3. Partial Effect Significance Test (t Test)

The t-test was used to test the significance of the relationship between variables X and Y, whether variables X_1 , X_2 and X_3 (motivation, discipline and compensation) really had an effect on variable Y (employee performance) separately or partially. The hypothesis used in this test is:

Ho : The independent variables (motivation, discipline and compensation) do not have a significant effect on the dependent variable (employee performance).

Ha : The independent variables (motivation, discipline and compensation) have a significant effect on the dependent variable (employee performance).

By using a significance probability number, i.e.:

a. If the probability of significance is > 0.05 , then Ho is accepted and Ha is rejected.

b. If the probability of significance is < 0.05 , then Ho is rejected and Ha is accepted.

Validity Test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2005:45). In this case, several questions are used that can accurately reveal the measured variables. To measure the level of validity, it can be done by correlating the score of the questions with the total score of the construct or variable. The hypothesis proposed is:

Ho : The question item score is positively correlated with the total construct score.

Ha : The score of the question items is not positively correlated with the total construct score.

The validity test is carried out by comparing the calculated r value with r table for a significance level of 5% of the degree of freedom ($df = n-2$), in this case n is the number of samples. If r count $>$ r table then the question or indicator is declared valid, and vice versa if r count $<$ r table then the question or indicator is declared invalid.

RESULTS

Validity Test

The validity test is used to test the extent to which the accuracy of the measuring instrument can reveal the concept of the phenomenon/event being measured. Questionnaire items are declared valid if r count $>$ r table ($n-2$). The complete validity test can be seen in the following table :

Table 1. Validity Test Results

No.	Variables/Indicators	r count	r table	Information
	Motivation (X 1)			
1.	A1	0,914	0,182	Valid
2.	A2	0,791	0,182	Valid
3.	A3	0,788	0,182	Valid
4.	A4	0,785	0,182	Valid
	Work Discipline (X2)			
1.	B 1	0,735	0,182	Valid
2.	B2	0,757	0,182	Valid
3.	B3	0,846	0,182	Valid
4.	B4	0,793	0,182	Valid
	Compensation (X3)			
1.	C 1	0,784	0,182	Valid
2.	C2	0,811	0,182	Valid
3.	C3	0,811	0,182	Valid
4.	C4	0,804	0,182	Valid
	Performance (Y)			
1.	D 1	0,759	0,182	Valid
2.	D2	0,756	0,182	Valid
3.	D3	0,786	0,182	Valid
4.	D4	0,720	0,182	Valid

Source: Primary data 2022, (Processed).

Reliability Test

Reliability test is used to test the extent to which the reliability of a measuring instrument can be used again in the same study. Reliability testing in this study is to use the Alpha formula. The results of reliability testing for each variable are summarized in the following table :

Table 2. Reliability Test Results

Variable	Alpha	Information
Motivation	0,822	Reliabel
Work Discipline	0,787	Reliabel
Compensation	0,806	Reliabel
Performance	0,748	Reliabel

Source: Primary data 2022, (Processed).

Classic Assumption Test

Multicollinearity testing aims to determine the perfect relationship between the independent variables in the regression model. Symptoms of multicollinearity can be seen from the tolerance value and the Variant Inflation Factor (VIF) value. If the VIF value is less than 10 and the tolerance value is above 0.1 or 10%, it can be concluded that the regression model does not have multicollinearity.

Table 3. Multicollinearity Test Results

No.	Independent Variable	Tolerance Value	VIF Value (%)
1.	Motivation (X1)	0,617	1,621
2.	Work Discipline (X2)	0,626	1,597
3.	Compensation (X3)	0,973	1,028

Source: SPSS output attachment.

Describe Motivation Variables

The motivation variable in this study was measured through 4 questions that presented the indicators of these variables. The results of responses to motivation can be explained in table 4 below.

Discussion

In looking at the effect of motivation, discipline and compensation on the performance of office employees of PT. PLN (Persero) Aceh Region can be explained in the following table:

Table 4. Results of Regression Analysis

Model	B	Std. Error	t count	t table	Sig
1 (Constant)	1.094	.432	2.534	1.6587	.013
X 1	.306	.097	3.151	1.6587	.002
X2	.407	.076	5.362	1.6587	.000
X3	.010	.088	.115	1.6587	.909

Source: Primary data 2022, (Processed).

Regression Coefficient (β)

Based on the results of the regression calculations in the table above using the SPSS version 16.0 program, it can be obtained a multiple linear regression equation, namely :

$$Y = 1,094 + 0,306 X1 + 0,407 X2 + 0,010 X3$$

Information:

- Y = Performance
- X1 = Motivation
- X2 = Work Discipline
- X3 = Compensation

From these equations it can be explained that:

1. A constant of 1.094 means that if motivation (X1), work discipline (X2) and compensation (X3) are considered constant, then the performance of PT. PLN (Persero) Aceh Region is 1.094 on a Likert scale unit, which indicates that the performance of PT. PLN (Persero) Aceh Region is said to be relatively simple.
2. The coefficient of motivation regression (X1) is 0.306, meaning that every one unit change in the motivation variable will relatively increase the performance of PT. PLN (Persero) Aceh Region has a regression coefficient value of 0.306. Thus it can be said that there is an influence on the performance of employees of PT. PLN (Persero) Aceh Region.
3. The work discipline regression coefficient (X2) is 0.407, meaning that every one unit change in the work discipline variable, it will relatively increase the performance of PT. PLN (Persero) Aceh Region equal to the regression coefficient value is 0.407, thus it can be said that the better the employee work discipline applied, the higher the employee performance of PT. PLN (Persero) Aceh Region towards a more optimal.
4. The compensation regression coefficient (X3) is 0.010, meaning that with this value, compensation has a weak or insignificant effect on the performance of PT. PLN (Persero) Aceh Region. Assuming whether there is a change from one unit to the compensation variable, the effect given is very weak so that it does not significantly affect the performance of PT. PLN (Persero) Aceh Region with a regression coefficient value of 0.010, meaning that the higher the level of compensation provided by PT. PLN (Persero) Aceh Region received by employees has a small effect on the performance of PT. PLN (Persero) Aceh Region.

Hypothesis Proving

To prove the hypothesis in this study, the authors use the F-test and t-test as described below: 5.2.1 Simultaneous Test (F-test) To test the hypothesis regarding the variables of motivation (X1), discipline (X2) and compensation (X3) on performance employees of PT. PLN (Persero) Aceh Region, it can be explained in the following table:

Table 5. Analysis of Variance (Anova)

Model	Sum of Squares	Df	Mean Square	F _{count}	F _{table}	Sig.
Regression	26.715	3	8.905	31.661	2.69	.000(a)
Residual	30.939	110	.281			
Total	57.654	113				

Source: Primary Data 2022, (Processed).

Simultaneous test results obtained $F_{count} = 31,6$, whereas F_{table} at the level of significance $\alpha = 5\%$ is 2.69. This shows that based on statistical test calculations, F_{hitung} shows that the value of $F_{count} > F_{table}$ with a significant level of 0.000(a). Thus the results of this calculation can be taken a decision that the alternative hypothesis (H_a) is accepted and (H_o) is rejected, meaning that the independent variables are motivation (X_1), work discipline (X_2) and compensation (X_3) jointly have a significant influence on the performance of employees of PT. PLN (Persero) Aceh Region (Y).

Partial Test (t Test)

Partial testing shows the effect of each independent variable on the dependent variable. Based on the results of the regression test in the table below :

Table 6. Partial t-test results

Independent Variable	t count	t table	Sig. t
Constant	2.534	1.6587	.013
Motivation (X1)	3.151	1.6587	.002
Work Discipline (X2)	5.362	1.6587	.000
Compensation (X3)	0.115	1.6587	.909

Source: Primary data 2022, (Processed).

CONCLUSION

After presenting the results of the research and discussion as well as data analysis in the previous chapters, in this study the author will draw several conclusions and suggestions that are considered important in this study, including::

1. The correlation coefficient (R) in this study illustrates that there is a strong relationship of 68.1% between the variables of motivation, work discipline and compensation on the performance of employees of PT. PLN (Persero) Aceh Region, meaning that if the value (R) is greater, it can be said that the stronger the relationship between the independent variable and the dependent variable, and vice versa.
2. Based on the coefficient of determination (R²), motivation factors, work discipline and compensation which are included in the regression model affect the performance of PT. PLN (Persero) Aceh Region. It can be interpreted that there is an influence between motivation, work discipline and compensation for employee performance at PT. PLN (Persero) Aceh Region.
3. Simultaneous evidence shows that all independent variables of motivation, work discipline and compensation have a significant effect on the dependent variable, the performance of employees of PT. PLN (Persero) Aceh Region.
4. However, partial evidence shows that motivation (X1) has a significant positive effect on performance, work discipline (X2) has a significant positive effect on performance while compensation does not significantly affect the performance of PT. PLN (Persero) Aceh Region.
5. The first assumption that can be taken on the compensation variable does not have a significant effect is that at PT PLN (Persero) Aceh Region, the compensation system given to employees is based on skills and the final result of employee performance so that compensation does not affect employee performance. This is in accordance with the theory. According to Robbins in the research journal Hermanto Rohman (2001), compensation based on skills is in accordance with the ERG theory (Existence, Relatedness and Growth theory). It can be interpreted that for employees who want to meet their needs better, the provision of compensation based on skills will be an incentive for them to further improve their skills, in order to obtain higher compensation, so that their needs can be met.

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