

The Effect of Work Discipline on Employee Performance with Compensation as a Mediation

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ABSTRACT

The performance of civil servants has recently been in the spotlight, especially among the public that civil servants are servants or servants of the state. Their performance can be influenced by several factors, including work motivation, work discipline, as well as adequate training and benefits. Therefore, this research was conducted at RSUD dr. R. Goeteng Taroenadibrata Purbalingga, the extent to which these variables affect the performance of civil servants through mediation compensation. This study uses survey research with a quantitative approach. It is hoped that the results of this study can provide input for the management of RSUD dr. R. Goeteng Taroenadibrata Purbalingga to further improve services to the community. The results showed that work discipline had a positive effect on employee performance. Furthermore, compensation does not affect employee performance. Then, work discipline has a positive effect on employee performance. Meanwhile, compensation does not mediate the discipline of work relations with employee performance. Based on the results of the study, the organization needs to consider providing appropriate and fair compensation to contract employees.

Keywords: Work Discipline, Employee Performance, Compensation

1. Introduction

Performance is one of the problems that often occur in an organization. Performance is a measure of success for organizations (Pawirosumarto, Sarjana, & Gunawan, 2017), both government organizations and private organizations. Employees are the main driver of an organization to achieve success. Thus, employee performance can be one measure of the success of an organization. Performance for an employee is a manifestation of work to achieve an achievement in accordance with his role in a company and a certain period (Arif et al., 2019). The success of employees in carrying out their duties provides a measure of achieving organizational goals.

Regional General Hospital (RGH) dr. R. Goeteng Taroenadibrata is one of the government organizations within the Purbalingga Regency Government whose role is to provide health services for the community. The organization has employees with different statuses, namely State Civil Apparatus (SCA) and contract employees. In this case, the State Civil Apparatus (SCA) is a permanent employee who receives compensation from the Government while the contract

employee is a temporary employee in accordance with the existing contract and receives compensation from the Regional General Hospital (RGH) or the Health Service. Differences in status provide different compensation for each employee each period.

Based on the identification of data from the Regional General Hospital (RSUD) dr. R. Goeteng Taroenadibrata, it can be seen that many employees are State Civil Apparatus (ASN) and contract employees who have poor work discipline. This can be seen from the hours of entry of employees who often experience delays. The cause is employee dissatisfaction with the compensation obtained. Many employees are dissatisfied with the compensation obtained because it is not in accordance with the workload borne. In fact, in an effort to achieve maximum employee performance, the organization needs to provide compensation according to the workload (Arif et al., 2019). This shows a gap in the provision of compensation which has an impact on work discipline and in turn employee performance.

Discipline is an individual's way of obeying the rules. Work discipline is expected to be one of the characteristics of human resources in the organization, because it can facilitate the achievement of organizational goals (Pawirosumarto, Sarjana, & Muchtar, 2017). High work discipline has an impact on improving employee performance (Arif et al., 2019). This indicates that employees of an organization who have high work discipline will provide these employees with increased performance. In this regard, compensation plays a role in shaping work discipline and employee performance. One of the purposes of providing compensation is for motivation and performance because employees expect their performance to be related to compensation obtained from the organization. High compensation results in high employee performance (Arif et al., 2019).

2. Literature Review

2.1 Employee Performance

Performance can be defined as a job that is done to achieve the goals set according to the tupoksi owned (Jufrizen & Hadi, 2021). Employee performance is a focused theory in organizational psychology that is difficult to explain because it has many aspects of assessing employee job roles (Atatsi et al., 2019). Complex job roles make it difficult for employees to assess their performance, so sometimes organizations assess employee performance with several assessment indicators. Employee performance can be measured by several indicators including quality of work, quantity of work, timeliness of work, work effectiveness and independence (Robbins & Judge, 2015).

2.2 Work Discipline

Work discipline is an attitude and ability to control oneself to achieve organizational goals by trying to comply with the rules applied (Jufrizen & Hadi, 2021). Individual obedience to the rules that apply in the organization indicates that the individual has work discipline. According to Hasibuan (2017) there are several indicators to measure employee work discipline, namely goals and abilities, exemplary leaders, justice, inherent supervision and punitive sanctions.

2.3 Compensation

Compensation is the main goal of employees in working in an organization. Compensation is given to employees as a reward for the work done in the organization to achieve goals. The compensation given by employees must be appropriate and fair (Maulidiya & Usman, 2021). Such compensation can provide satisfaction for organizational employees. According to Badriyah (2015) compensation can be measured by several indicators, namely salaries, allowances and facilities.

2.4 Research Hypothesis

- H₁: Work discipline has a positive effect on employee performance
- H₂: Compensation has a positive effect on employee performance
- H₃: Work discipline has a positive effect on compensation
- H₄: Compensation mediates the relationship between work discipline and employee performance

3. Research Methodology

This study uses a quantitative approach. The research population is all employees who are registered in RSUD Dr. R. Goeteng Taroenadibrata, Purbalingga Regency. Data retrieval utilizes a questionnaire created using Google Forms and distributed randomly to respondents. The sampling technique used in this research is random sampling. Analysis of research data includes data validity test (validity test and reliability test), classical assumption test, multiple linear regression test, simple linear regression test and Sobel test.

4. Results

4.1 Validity Test

In this study, to test the validity of the questionnaire, the Pearson correlation test was used. As a result, the questionnaire on employee performance variables, work discipline and compensation obtained an r-count value for all statement items greater than $r\text{-table} = 0.1876$ ($N = 78, \alpha = 0.05$). Therefore, it can be concluded that the research questionnaire is valid.

4.2 Reliability Test

To test the reliability of the research questionnaire, a reliability test was carried out by looking at the Cronbach Alpha's value. The decision making used, if the Cronbach Alpha's value is more than 0.60, it is said to be reliable (Ghozali, 2018). Cronbach Alpha's value from the research questionnaire can be seen in table 1 below.

Table 1. Questionnaire Reliability

Variable	Cronbach Alpha's Value	Decision
Employee Performance	0,933	Reliabel
Work Discipline	0,864	Reliabel
Compensation	0,875	Reliabel

Source: Results of research data processing, 2022

Looking at table 1, all research variables have a Cronbach Alpha's value above 0.60 meaning that the research questionnaire is reliable.

4.3 Normality Test

This study used the Kolmogorov-Smirnov test to determine the normality of the research data. Table 2 presents the results of the Kolmogorov-Smirnov test for regression equation 1 and regression 2.

Table 2. Kolmogorov-Smirnov Test

Information	Asymp. Sig. Value	Decision
Regression Equation 1	0,063	Normal
Regression Equation 2	0,200	Normal

Source: Results of research data processing, 2022

The Kolmogorov-Smirnov test obtained a value for regression equation 1 and regression equation 2 more than 0.05, meaning that all research data used were normally distributed.

4.4 Multicollinearity Test

To see whether there is multicollinearity or not in regression equation 1, a multicollinearity test is carried out by looking at the tolerance value and the VIF value. The results can be seen in table 3.

Table 3. Multicollinearity Test

Variable	Tolerance Value	VIF Value	Decision
Work Discipline	0,526	1,901	No Multicollinearity
Compensation	0,526	1,901	No Multicollinearity

Source: Results of research data processing, 2022

The tolerance value and VIF value listed in table 3 for work discipline and compensation variables are more than 0.10 and less than 10, so it can be concluded that there is no multicollinearity between variables.

4.5 Heteroscedasticity Test

The heteroscedasticity test of this study used the Glejser test, namely by using the Absolute Residual value of the Unstandardized Residual value of regression equation 1 which was regressed with independent variables. The criteria used, if the significance value is more than 0.05, there is no heteroscedasticity (Ghozali, 2018). The results of the Glejser test are in table 4.

Table 4. Glejser Test

Variable	Significance Value	Decision
Regression Equation 1		
Work Discipline	0,061	No Heteroscedasticity
Compensation	0,313	No Heteroscedasticity
Regression Equation 2		
Work Discipline	0,218	No Heteroscedasticity

Source: Results of research data processing, 2022

The results of the Glejser test show that all the significance values of the variables in the regression equation 1 and regression 2 are above 0.05. Thus, it can be said that there is no symptom of heteroscedasticity.

4.6 Hypothesis Test

Hypothesis testing in this study uses multiple linear regression test (regression equation 1), simple linear regression test (regression equation 2) and Sobel test. Multiple linear regression test to test the effect of work discipline and compensation on employee performance. Simple linear regression test to test the effect of work discipline on compensation. Sobel test to examine the effect of compensation mediation in the relationship between work discipline and employee performance. The results of hypothesis testing are presented in table 5, table 6 and table 7.

Table. 4 Multiple Linear Regression Test (Regression Equation 1)

Variable	Regression Coefficient	t-count	Significance
Work Discipline	0,260	2,725	0,008
Compensation	0,081	0,858	0,393
Significance Level	: 0,05		
F-count	: 0,000		
Adjusted R-Square	: 0,203		

Source: Results of research data processing, 2022

Table 5. Simple Linear Regression Test (Regression Equation 2)

Variable	Regression Coefficient	t-count	Significance
Work Discipline	0,692	8,277	0,000
Significance Level	: 0,05		
F-count	: 0,000		
Adjusted R-Square	: 0,467		

Source: Results of research data processing, 2022

Tabel 7. Sobel Test

Information	z Value	Significance Value
Compensation Mediation Effect	0,854	0,194

Source: Results of research data processing, 2022

The results of regression equation 1 show that work discipline has a positive effect on employee performance as indicated by the regression coefficient value of 0.260 with a positive direction, the value of t-count = 2.725 > t-table = 1.66543 and a significance value of 0.008 < 0.05. Then, compensation has no effect on employee performance as indicated by the regression coefficient value of 0.081 in a positive direction, the t-count value = 0.858 < t-table = 1.66515 and the significance value is 0.393 > 0.05.

The results of regression equation 2 show that work discipline has a positive effect on compensation as indicated by the regression coefficient value of 0.692 with a positive direction, t-count = 8.277 > t-table = 1.66515 and a significance value of 0.000 < 0.05. Furthermore, compensation is not able to mediate the relationship between work discipline and employee performance. This is indicated by the value of z count = 0.854 < 1.96 and the significance value = 0.194 > 0.05.

5. Discussion

5.1 The Effect of Work Discipline on Employee Performance

The results showed that work discipline has a positive effect on employee performance. This explains that the high work discipline of an employee causes their performance to improve. The results of the study support the research of Arif et al., (2019) which explains that high work discipline in employees has an impact on improving performance. Likewise, Jufrizen and Hadi (2021) research which states that work discipline has a significant positive effect on employee performance. Many employees answered that they had high work discipline. This causes work discipline to improve employee performance at RSUD dr. R. Goeteng Taroenadibrata Purbalingga.

5.2 Effect of Compensation on Employee Performance

The results show that compensation does not affect employee performance. That is, the size of the compensation received by employees does not have an impact on employee performance. These results contradict the research of Maulidiya and Usman (2021), Arif et al., (2019) and Sudiardhita et al., (2019) which explain that there is a positive effect of compensation on employee performance. Compensation can not affect the performance of employees in RSUD dr. R. Goeteng Taroenadibrata Purbalingga because research respondents with large and small compensation gave relatively equal answers to performance. This indicates that compensation does not affect employees in working to provide maximum performance.

5.3 Effect of Work Discipline on Compensation

The results showed that work discipline had a significant and positive effect on compensation. This means that employees who have high work discipline give them high compensation as well. Hospital staff dr. R. Goeteng Taroenadibrata Purbalingga who is a respondent with high work discipline also has higher compensation. It is possible that in the organization discipline in work is one of the considerations in providing compensation, especially contract employees.

5.4 Mediation Effect of Compensation in the Relationship of Work Discipline with Employee Performance

The results showed that compensation was not able to mediate the relationship between work discipline and employee performance. That is, work discipline can affect employee performance directly without going through compensation. This is different from what Arif et al., (2019) stated that compensation is one of the factors in the organization that has an impact on employee performance. The cause of compensation can be a mediating variable is that compensation also does not have an effect on the performance of RSUD dr. R. Goeteng Taroenadibrata Purbalingga. There are also employees who have high work discipline regardless of the compensation obtained.

6. Conclusion

Based on the results of the study, it was concluded that work discipline had a positive effect on employee performance, compensation had no effect on employee performance, work discipline had a positive effect on compensation and compensation was unable to mediate the relationship between work discipline and employee performance. These results imply that organizations must pay attention to the provision of appropriate and fair compensation so that employees provide maximum performance for the organization. This study has limitations, namely it does not consider work status in the organization. Further research can consider work status because it has an impact on the compensation obtained by employees.

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