

# **The Effect of Compensation and Discipline on Performance through Employee Work Motivation at the DPRD Secretariat in Soppeng Regency**

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## **Abstract**

The type of research used in this research is the online research. The research location is at the DPRD Secretariat Soppeng Regency. The model used in the census method became the population model in the study as many as 103 employees. The research method is used in statistical data management. The results showed that 1) the award had a positive and significant effect on the motivation of the Soppeng Regency DPRD Secretariat employees 2) Discipline has a positive and significant effect, 3) Motivational activists have a positive and significant influence on the implementation of the Soppeng Regency DPRD Secretariat, 4) The award has a role and value in its implementation by motivating employees in the Soppeng Regency DPRD Secretariat, and 5) Discipline has a positive and significant effect on performance through the motivation of Soppeng Regency DPRD Secretariat employees.

## **Keywords**

Compensation, Discipline, Performance and Work Motivation of Employees

## **1. Introduction**

The effect is not personal traits, such as talents or abilities, but expressions of talent or skills themselves. Performance is an expression of competence in the context of actual work. Implementing the work that employees have achieved in the development of work and activities comes from the organization.

Performance means the results achieved by an individual or group of people in an organization according to their respective management and responsibilities. To achieve established legal objectives, unregulated and following the employee's code of conduct and conduct, general practices or inaction that affects most of its contributions to the office or organization, including service quality conditions, suggest that applying the value of various employee behaviors contributes, both positively and negatively, to goal-defining organizations. Another view of implementation is ensuring that every employee or team knows what is needed and continues to focus on functional performance by monitoring goals, practices, and evaluations (Sultoni et al. 2018; Nath et al. 2021; Suharyanto et al. 2021; Lionardo et al. 2020).

Within an organization, the regulation of benefits is an essential factor in maintaining and maintaining the performance of employees or employees. The award can be earned in cash or not. Typically, the term compensation is used in the payment management process. Significance depends on the size of the reaction and the amount of work involved. That is why it is so essential for organizations to operate fairly and equally. Wage programs are necessary because they reflect the organization's efforts to maintain and improve employee performance.

The definition of compensation is all income in the form of money or goods received by employees directly or indirectly as compensation for services provided to the company. This means compensation for all wages in cash, goods, or indirect awards, which the company offers to employees under applicable law (Anwar 2021; Makmur 2013).

The other side effects disciplinary practices. Work discipline is a tool used by leaders or managers to communicate with employees to be willing to change behavior and increase vigilance and willingness to comply with all organizational rules and public rights. The employees are said to have high work motivation if the person concerned is consistent, consistent, adheres to the principles and is responsible for the work.

Discipline is crucial for one's life because discipline must always be nurtured to become a habit. People who are successful in work often have a higher discipline, while untrained people are often less disciplined. A discipline is an act of training and education that improves the ability to move, think and work hard and create. The definition of hard work is that people in an organization adhere to existing rules to create a seamless environment (Jufrizen 2018).

To motivate someone to work, individual or group, we must unlock our own motivational motivations most efficiently. The art of empowering people begins with exploring how to encourage individual behavior. If we understand, we can get all the benefits that the organization and its employees need.

And if employees better understand what is needed from them and receive the support they need to contribute efficiently and effectively to the organization, their understanding of reason, motivation, and self-esteem will increase. Strengthen acts of persuasion or coercion outside of individuals or working groups to carry out what is planned. That reason is the reason for doing something. Motivation relates to the intensity and discipline of behavior and the values that motivate a person to behave in a certain way (Nawa 2017). The word motivation can refer to the various goals an individual has, how individuals choose plans, and how others try to change their behavior. And work ethic and values motivate employees to behave towards their work. And work motivation is an activity that shows strength, direction, and personal perseverance to achieve a set goal.

Suppose everyone in the organization comes from a different background. In that case, the organization needs to consider the needs and expectations of employees, their talents and skills, and their plans (Mahrinasari et al. 2021; Usman et al. 2020; Sahid et al. 2020). If organizations can recognize these things, it is easier to put employees in the correct position to keep them motivated. Efforts to understand the needs of these employees need to be in line with building organizational policies and operating efficiently.

Critical education, especially the State Civil Court (ASN) discipline, remains in the public spotlight. For example, this is widely reported in the media, published electronically, because an ASN leaves an appointment without the director's permission. Many penalties for forced labor are imposed on labor penalties. Violations or problems and discipline of employees hinder the work of the government because public servants do not perform their duties properly.

The discipline of compliance or non-compliance with confidential and permanent information, in all cases, laws and regulations are designed to meet organizational standards. In addition, to work motivation, other factors are essential to improve employee performance, including rewarding. Suppose the regulatory framework is appropriate and relevant to the intended employee. In that case, the employee will be satisfied and more motivated to take various actions related to achieving organizational goals if proper and correct (Zacharias et al.; Yusriadi). On the other hand, if the award received is not worth the ability that is not met, it will cause employee complaints, thus impacting the work motivation generated reduce employee employment.

This is in line with the results (Isvandiari and Fuadah 2017), the title of the first study on the Impact of Compensation, Compensation and Motivation on Public Works and Planning Office planning with Bantaeng Regency. The research methodology summarizes data analysis and research multiline analysis methodology, where the results show that 1) Ability to affect workers positively and significantly in the field of public works and spatial arrangement of Bantaeng

Regency office, 2) Income positively and significantly affect the performance of employees in the Public Works and Planning Office, 3) motivate the positive and significant influence on workers in the Public Works and Tata R Office money, with the title of research School for Work Training and Leadership Training conducted in Donri-Donri District, Soppeng Regency. The results showed that 1) Work discipline has a positive and significant effect on Donri-Donri Soppeng Regency Village employees. 2) The leadership positively and significantly influences employees in the Donri-Donri Regional Office, Soppeng Regency. 3) The director and the head of work have a positive and vital impact on the executive in the Donri-Donri sub-district office, Soppeng Regency.

## **2. Literature Review**

### **2.1 Compensation**

Building a sound recognition system is an essential part of employee management and can help attract and retain talented employees. In addition, awarding companies have an impact on implementation plans. Rewards can be in the form of salaries, income, pensions, holiday money, high-level promotions (in terms of higher wages and benefits). As in the field of job insurance, it moves to provide a more challenging or higher rate for more significant growth and development and different types of services (Purnama 2016).

### **2.2 Discipline**

The word discipline itself comes from the Latin "discipline", which means "education or upbringing of a sense of strength that develops within the body of the worker himself. Therefore, he is willing to adapt to decisions, rules, and values of work and high behavior (Ariana et al. 2013).

### **2.3 Work Motivation**

Motivation is a situation that forces or directs a person to perform an action or action that occurs carefully (Akbar et al. 2015), motivation is an action that causes and sustains human behavior. Motivation drives, motivates, and supports human behavior, it is willing to work hard and eager to achieve more significant results. Motivation is everything that gives reason to behavior, strength, and endurance (Kembauw et al.; Muharlisiani et al.; Rachman et al.; Hamiru et al.). States that motivation is through actions that motivate, regulate and nurture human behavior to achieve goals. Growth is linked to motivation. The motivation of desire is to motivate himself in acting. Motivation is a force that exists in a person and encourages his behavior to act. The amount of compulsive energy in a person to perform a task or achieve a goal indicates a degree of motivation (Anwar 2021; Arfan 2021).

### **2.4 Employee Performance**

The performance of a person or group of people work with other foundations and are evaluated by others. In the work process, it can be interpreted as a condition that shows employees' ability to carry out their duties in the office or workplace. Performance is a function of motivation and the ability to complete a task or one must have a certain level of readiness and ability (Tamsah 2020.; Zacharias et al. 2021).

## **3. Methods**

This method of study is a multifaceted approach. Many research methods are methods to test specific theories by examining the relationship between changes. This research was conducted for two months, namely September to October 2019, with a sample of 103 people in this study, all employees in the Regional Secretariat of DPRD Soppeng Regency totaling 103 people.

## **4. Results**

### **4.1 Direct Influence Testing**

Results of Compensation and Disciplinary Influence Test on Work Motivation is presented in Table 1.

Table 1. Results of Compensation and Disciplinary Influence Test on Work Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,150	,958		1,200	,233
	Compensation (X1)	,464	,087	,442	4,161	,000

	Discipline (X2)	,566	,125	,566	6,876	,000
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a. Dependent Variable: Work Motivation (Y1)

Source: Primary Data Results processed, 2019

Means:

1. Compensation (X1) of 0.442 means that if compensation (X1) is increased by 1 point, then the motivation of employees in the Secretariat of DPRD Soppeng Regency will increase by 0.442.
2. The value of Discipline (X2) of 0.566 means that if discipline (X2) is raised by 1 point, then employment training in the Secretariat of DPRD Soppeng Regency will increase by 0.566 (Table 2).

Table 2. Results of Compensation, Discipline and Work Motivation Test Against Employee Performance

MODEL		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,569	1,954		2,850	,005
	Compensation (X1)	,294	,192	,201	1,971	,009
	Discipline (X2)	,299	,202	,242	1,985	,007
	Work Motivation (Y1)	,705	,203	,466	3,482	,001

A. Dependent Variable: Employee Performance (Y2)

Source: Primary Data Results processed, 2019

Means:

1. Compensation (X1) of 0.201, meaning that if the compensation (X1) is increased by 1 point, then the employee performance of the Secretariat of DPRD Soppeng Regency will increase by 0.201.
2. Disciplinary Value (X2) of 0.242 means that if the disciplinary (X2) is raised to 1 point, then the employee performance in the Secretariat of DPRD Soppeng Regency will increase by 0.242.
3. The work motivation (Y1) value is 0.466, which means that if the worker (Y1) is motivated by 1 point, then the labor force at the Head Office of the DPRD Soppeng Regency is strengthened by 0.466.

#### 4.2 Indirect Influence Testing

Based on the results of the coefficient trajectory in Table 1 and Table 2, the direct effect of compensation (X1) on performance (Y2) through work motivation (Y1) is obtained by switching  $\beta_1$  to  $\beta_5$ , as well as the direct influence of discipline (X2) on employee performance (Y2) with work motivation (Y1) obtained by alternating  $\beta_2$  and  $\beta_5$ . Therefore, it can be concluded that the causal relationship between compensation variables and employee performance by determining work motivation can be summarized in Table 3.

Table 3. Indirect Influence Testing

Path Coefficient	Standardized Coefficient	Std. Error
X1 on Y1	0,442	0,087
Y1 on Y2	0,466	0,023
X1 on Y1 through Y2	$0,442 \times 0,466 = 0,206$	
X2 on Y1	0,566	0,125
X2 on Y1 through Y2	$0,566 \times 0,466 = 0,263$	

Source: Primary Data Results processed, 2019

#### 4.3 Hypothesis Test Results

The calculated t value against the Work activation m is obtained by 4.161 with a value of 0.000, indicating that the matter is significant because the value obtained is less than 0.05 because the value of 4.161 is greater than the total value and not a t-table of 1,984. The statement zero (H0) was rejected, assuming the same received (H1). Namely, the exchange rate (X1) significantly affects the motivation of employees of the Secretariat of the DPRD Soppeng Regency. Based on the method of effective coefficient shows a positive signal of 0.442, it can be concluded that the course has a positive and significant effect on the motivation of employees in the Secretariat. Soppeng Regency DPRD. Based

on the above results, point 1 explains the impact of reward on employee work activities in the Soppeng Regency Parliament's Secretariat.

The calculated t value for the discipline variable against the work motivation obtained a total of 6,876 with a value of 0.000 indicates that the t value is significant. After all, the t value is less than 0.05 because the t value is 6,876 greater than the t-table. 1,984, so the zero (H0) hypothesis was rejected, and the second hypothesis (H1) was accepted. So that the behavior change (X2) plays a vital role in motivating employees in the Secretariat of the DPRD Soppeng Regency based on the method of effective coefficient that shows a positive signal of 0.566. It can be concluded that the behavior change has a positive and significant effect on the motivation of employees in the secretariat employees of the DPRD Soppeng Regency. It is accepted.

The calculated t value for the variable compensation against employee performance obtained 1,991 with a value of 0.009 indicates that profit value is essential. After all, the profit value is less than 0.05 because the profit value of 1,991 is greater than the profit value of 1,984, accept the zero ideas (H0) and get the individual idea (H1) received. So that the course (X1) has a significant effect on the performance of employees in the Secretariat of DPRD Soppeng Regency. Based on the method of coefficient of benefits that shows a positive signal of 0.201, it can be concluded that the courses have a positive and significant effect on the activities of employees in the Secretariat of DPRD Soppeng Regency, received

For disciplinary variables to employees performance obtained by 1.985, with significance price 0.07 indicates that the value of t obtained is significant because the cost of significance obtained is less than 0.05 because the value of t count 0 1.985 greater than the t-table value of 1,984 then the hypothesis zero (H0) rejected and accepted as one (H1) which means the variable discipline (Ks2) has a significant effect on the performance of employees in the Secretariat of DPRD Soppeng Regency. Based on the method of practical coefficient that shows a positive signal of 0.242, it can be concluded that the exchange of training has a positive and significant effect on the activities of employees in the Secretariat of DPRD Soppeng Regency. Based on the above results, hypothesized four which states the influence of discipline on the performance of employees in the Secretariat of the DPRD Soppeng Regency, received

The calculated t value for the work motivation variable against employee performance 3,482 with a significance price of 0.001 indicates that the value of t is essential. After all, the value obtained is less than 0.05. The value of 3,482 is greater than the value of t-table 1,984 so that the useless value (H0) is discarded, and one point (H1) is received. It means that the transformation of work motivation shows a positive signal of 0.466, which can be concluded that the change in the exchange rate has a positive and vital impact on the performance of employees in the Secretariat of the DPRD Soppeng. above point 5 the effect is mentioned Work Motivation (Y1) on the Performance of Employees in the Secretariat of the DPRD Soppeng Regency, received

The mediation influence test of intervening variables was conducted using the Sobel test (Ghozali, 2013). The amount of performance award by motivating the work of employees in the Secretariat of the Soppeng Regency Parliament is determined by using the Sobel test to test the direct influence of compensation variables (X1) on performance variables (Y2) through work motivation variables (Y1).

Therefore, the calculated T value = 2.0593 is greater than the t-table with a value of 0.05 out of 1,984 ( $dk = n - k = 103 - 4 = 99$ ), it can be concluded that the median coefficient of 0.206 has a significant value which means it has a mediation influence. Based on the above results, point 6 explains the effect of compensation on the performance of motivated employees in the Secretariat of DPRD Soppeng Regency, received

The mediation influence test of intervening variables was conducted using the Sobel test (Ghozali, 2013). Most of the lack of training to carry out employee motivation in the Secretariat of the Soppeng Regency Parliament was determined by using the Sobel test to test the strength of command with disciplinary variables (Ks2) to performance variables (Y2) through work motivation variables (Y1).

Therefore, the calculated T value = 2.00312 greater than the t-table with a value of 0.05 of 1,984 ( $dk = n - k = 103 - 4 = 99$ ). The medial coefficient can be concluded that 0.263 has a significant value meaning it has a mediation influence. Based on the above results, point 7 mentions the impact of performance discipline through work motivation employees in the Secretariat of the DPRD Soppeng Regency received.

## **5. Discussion**

### **5.1 Compensation for Work Motivation**

The results of the first hypothesis test showed that compensation has a positive and significant effect on employee motivation. The table's value indicates this with the number  $4,161 > t 1,984$ , and the importance of 0.000 suggests that the more appropriate the award given by the organization, the higher the motivation. Employed employees in the Secretariat of the DPRD Soppeng Regency, and if the compensation is not reasonable, will increase the motivation of employees.

The results of this study support opinion, which states that compensation for all income in the form of money, direct or indirect products received by employees in return for the company's services and rewards can be divided into two parts called direct payments. In the form of salaries, compensation and incentives and inclusion in insurance, benefits, leave tips. This view is also in line with Tamsah et al (2021)). He emphasized that employees are rewards for any salary or award given to employees arising from the employee's work.

In organizations, reward instruction is an essential factor in maintaining and maintaining the performance of employees or employees. Prizes can be received in cash or not. Generally, the term reward is used for the act of managing wages. The reward is the ability to improve or decrease performance and work motivation. That is why it is so essential for organizations to operate responsibly in a fair and equal way.

This study is based on the results of a survey prepared (Pratama 2020). The results showed that the award has a positive and vital impact on the motivation of employees in the Bone Regency Regency Revenue Office directly has an indirect influence on work motivation.

### **5.2 The Effect of Discipline on Work Motivation**

The results of the second hypothesis test showed that discipline has a positive and significant effect on employees' work motivation. This is demonstrated by the magnitude of the t-count value of  $6,876 > t\text{-table } 1,984$  with a significance value of 0.000. It shows that the higher the level of discipline increases, and vice versa, if the employee discipline is low, then the employee's work motivation will also be lower.

### **5.3 Effect of Compensation on Performance**

The results of the third hypothesis test show that compensation has a positive and significant effect on the performance of employees. This is indicated by the magnitude of t-count 1, which deserve compensation given by the organization. The performance of employees in the Secretariat of the DPRD Soppeng will be increased, and vice versa if the compensation offered is not feasible, then the performance of employees will also be lower.

### **5.4 The Effect of Discipline on Performance**

The results of the fourth hypothesis test show that discipline has a positive and significant effect on the performance of employees. It is demonstrated by the magnitude of t-count 1,985 high level of employee discipline. The performance of employees in the Secretariat of the DPRD Soppeng will be increased, and vice versa if the employee discipline is low, then the performance of employees will also be lower.

### **5.5 The Effect of Work Motivation on Performance**

The results of the fifth hypothesis test show that work motivation has a positive and significant effect on employee performance. This is demonstrated by the magnitude of the t-count value of  $3,482 > t\text{-table } 1,984$  with a significance value of 0.001. It shows that the higher the employee work motivation, the lower the employee's performance in the Secretariat, then the lower the employee's performance.

The respondents' answers using descriptive analysis showed that Pada strongly agreed with a value of 64.1%, whose mean value is 4,24 and falls into a very high category (between 4.01 – 5.00). In the indicator (Y1.3), The competence of most respondents' answers is to agree with a value of 52.4%, whose mean value is 4,40 and falls into a very high category (between 4.01 – 5.00). In the indicator (Y1.4), most respondents' answers are agreed with a value of 59.2%, whose mean value is 4,37 and falls into the very high category (between 4.01 – 5.00).

### **5.6 Effect of Compensation on Employee Performance Through Work Motivation**

The results of the sixth hypothesis test show that compensation has a positive and significant effect on performance through employee work motivation. This is demonstrated by the more appropriate balance given. The employee's work motivation will also increase so that the performance of employees in the Secretariat of the Soppeng Regency Parliament will also be improved.

This research is relevant to the results (Gunawan and Sunardi 2016; Aromega et al.; 2019, Mahardika et al. 2021), with the title of research on the Influence of Work Discipline, Compensation and Discipline on Employee Performance of Permata Bank Makassar Employees. The results of this study are the influence of compensation results of this study showed that the organizational culture, leadership, and Work Motivation had a positive and significant effect on improving the performance of employees in the Secretariat of the DPRD Central Java Province.

The policy of compensation, both the size, arrangement, and timing of payment, can encourage the passion of work and the desire of employees to achieve optimal work performance to help the realization of the company's goals. The work size, official position, external consistency is guided by justice and labor law. With this policy, it is expected that harmonious cooperation will be built and provide satisfaction to all parties.

### **5.7 The Effect of Discipline on Employee Performance Through Work Motivation**

The results of the seventh hypothesis test show that discipline has a positive and significant effect on performance through employee work motivation. This is displayed if the high level of discipline, then employee work motivation will also increase so that the performance of employees in the Secretariat of the DPRD Soppeng will also be improved.

## **6. Conclusions**

1. Proper compensation for employees will increase employee pressure on the Secretariat of the DPRD Soppeng Regency and vice versa.
2. If the discipline is high, then the employee will be motivated, and otherwise, the lower the level of discipline, the employee will also be encouraged.
3. If employee compensation is reasonable and following expectations, it will improve performance. Otherwise, the more unnatural than, the lower the employee will also be.
4. If the level of discipline is high, then the employee's actions will increase and, on the contrary, the lower the level of discipline, the lower the employee will also be.
5. If high incentive work increases the number of active workers and vice versa, the lower the work incentive, the less productive the employee will be.
6. If the remuneration is appropriate, then the incentive of employees who will also hire employees in the Secretariat of DPRD Soppeng Regency will be raised.
7. The high level of discipline will motivate the increase of the labor force so that the performance of employees in the Secretariat of DPRD Soppeng Regency will also increase.

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