

Impact Employee Performance Through the Role of Compensation, Motivation and Discipline at PT. Antarmitra Sembada Batam

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Abstract – In the era of globalization and modernization, corporate competition is getting sharper, human resources need to consistently engage in proactive self-development and swiftly adapt to changing times. Every company must improve employee performance in order to continue to persist in business, special case in the pharmaceutical sector. Of course, improving employee performance is important for them. The aim of this research was to determine and analyze the impact of compensation, work motivation, and work discipline on employee performance at PT. Antarmitra Sembada Batam. The research method uses quantitative methods. Employees of PT. Antarmitra Sembada Batam Branch as population with a total of 55 (2022), sample is 55 respondents. The primary method of data collection involved distributing questionnaires to the participants. Analysis of the gathered data was performed using multiple linear regression analysis within a quantitative research framework, processing using the SPSS version 23 software program. The results of research indicate that compensation has an insignificant impact on the employee's performance with a probability value of $0.134 > 0.05$. Both of motivation and discipline have a significant impact on the employee's performance with a probability value of $0.035 < 0.05$; $0.011 < 0.05$. The coefficient of determination value of 35.6% could be attribute of compensation, work motivation, and work discipline and the majority, accounting for 64.4%, attribute by other variables not explored.

Keywords: Compensation, Work Motivation, Work Discipline, Performance

1. INTRODUCTION

In carrying out organizational activities or also a business, it requires various kinds of capital, such as materials, tools and human resources. What is meant here is workers in the company. In the era of globalization and the era of modernization, fierce business competition demands proactive, sustainable self-

development of the workforce and must quickly adapt to change and growth. Human resources should be learning humans, namely individuals who always increase their knowledge and work hard with enthusiasm and confidence, so that their human potential grows optimally. Because, workers who are adaptive to change, also responsive, are needed by the organization. In this situation, individual integration is



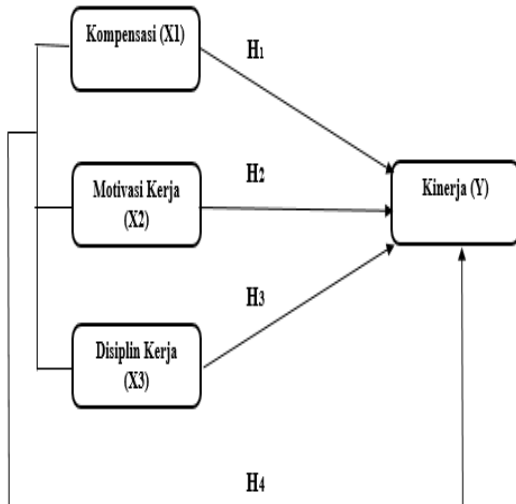
increasingly important in winning the competition. The biggest real threat at this time is human resources who are unable to face the demands of globalization, considering work as a burden. They do their jobs only to fulfill tasks and demands, so that their work ethic is low. To eliminate this condition, competent workers must be prepared in their respective fields. In forming reliable human resources in the organization, starting from the selection process until they can carry out work according to the duties of each employee in the company.

From the analysis that has been done, factors that influence the failure to achieve the targets that have been set are obtained. Compensation Factors, The provision of reward systems used by each organization is generally different. For example, indirect financial reward packages, some companies only provide salaries without benefits. However, there are also companies that add incentives and overtime pay as an incentive for employee performance. PT. Antarmitra Sembada is included in the category that provides incentives for employees who excel and are able to meet what has been targeted. The rewards given to employees are a factor that influences performance improvement so that employees can be more active in working. Rewards or compensation are one form of appreciation for employee performance for the hard work of employees. Work motivation factors are feelings or desires within a person to achieve something. For employees, this motivation is important to complete the tasks given by the company. When motivation fades in workers, it will certainly have a significant impact on the continuity of the company. So the company needs to provide work motivation so that employees continue to be confident and optimistic in achieving company targets. Work discipline, Work discipline is about how employees control themselves and how seriously the team works in carrying out their

duties in the organization, sanctions are a reaction to indisciplinary actions, namely failure to meet the specified standards. Therefore, disciplinary action is applied with full calculation, requiring wise consideration so that work discipline does not burden employees and does not harm the company.

Work discipline in the company ensures the implementation of order and smooth implementation of tasks, which in turn results in optimal performance. Thus, through the implementation of work tasks and responsibilities with full awareness by employees will help develop their energy and mind to the maximum in achieving company targets. As a distributor of medicines and medical devices, the implementation of compensation policies has been carried out according to the rules, but based on initial information obtained, there appears to be a decline in employee performance. For example, in carrying out tasks, which is marked by a lot of work being delayed because employees are not disciplined with time, lack of supervision from leaders is a trigger so that discipline is low, the provision of rewards by the company in the form of bonuses, salaries, allowances, and incentives is considered not commensurate with their expectations. Employees feel that the rewards received from company not commensurate with the performance contribution they provide, resulting in employees being less motivated in completing their work.

The implementation of work discipline by the company towards employees is not optimal, which results in employee performance not increasing fully, such as late attendance and spending more time than necessary during break time.



Hypothesis

According to (Sugiyono, 2015: 134) hypothesis is an initial prediction of the formulation of research problems, usually expressed through question sentences. This answer is temporary based on relevant theories, not yet supported by empirical reality through collected data.

Based on the description above, the following hypothesis is put forward:

H_1 : Compensation has a positive and significant influence on Employee Performance.

H_2 : Work Motivation has a positive and significant influence on Employee Performance.

H_3 : Employee Discipline and Performance have a positive and significant influence

H_4 : Compensation, Work Motivation and Discipline have a significant positive influence on Employee Performance.

2. RESEARCH METHODS

The research was conducted since the date of the research permit was issued for a period of 3 (three) months at PT. Antarmitra Sembada Batam Branch located in Tri Nusa Jaya Complex block E12 A, Batam Center Batam.

Population

According to Sugiyono (2015: 149) Population is a general domain in the form of

objects or subjects that have their own number and characteristics determined by researchers to be studied and concluded. In this study, the population consists of PT Antarmitra Sembada workers totaling 55 people.

Sample

This research, in determining the sample using nonprobability sampling technique. According to (Sugiyono, 2015: 154) nonprobability sampling is a way of determining a sample that provides different opportunities to be selected as a sample for each element or member. In this study, using a saturated sample or another term census. So the sample of this study amounted to 55 people.

Operational Definition of Variables

According to Sugiyono (2015: 96) research variables consist of two types, namely: independent variables (free) which are variables that influence or cause changes or the emergence of dependent variables. While dependent variables (bound) are variables that are influenced or that are the result of the existence of independent variables.

An operational definition is a part of an explanation that describes a concept or variables so that they can be measured by referring to the dimensions or indicators related to the concept or variable (Aswar in Rumengan, 2013: 48).

Operational definition of variable:

1. According to Gaol (2014:314) compensation or reward is a value given or received as a reward for services performed by individuals or legal entities for the benefit of the organization. Compensation indicators include:
 - a) Wages
 - b) Incentive
 - c) Company capabilities
 - d) Education
 - e) Experience
2. Rivai and Jauvani (2013: 837), argue that motivation is a set of attitudes and norms

that encourage workers to achieve certain goals. These behaviors and principles, which are visible, provide encouragement for someone to act towards that goal.

Work Motivation Indicators are:

- a) Award
- b) Confession
- c) Responsibility
- d) Will
- e) Driving Force

3. Rivai and Jauvani (2013: 824), stated that work discipline is a tool used by leaders in interacting with employees, encouraging them to change their behavior and achieving increased awareness and readiness of individuals in complying with applicable regulations and social norms. Work Discipline Indicators are:

- 1) Work commitment
- 2) Human relations
- 3) Exemplary leadership
- 4) Habit
- 5) Penalty sanctions

4. Mangkunegara (2009:67) is of the opinion that performance is the achievement of individuals in carrying out their duties, based on quality and quantity in line with the obligations received from the organization. Employee Performance Indicators are as follows:

- 1) Knowledge
- 2) Effectiveness
- 3) Loyalty
- 4) Work plan
- 5) Work environment

3. Data collection technique

1) Literature study

In this case, study books and other reading sources that are related or relevant to the research being conducted.

2) Interview

The research was conducted by interviewing employees directly to clarify the answers they gave in the questionnaire that had been filled out by employees of PT. Antarmitra Sembada.

3) Distribution of questionnaires

In this technique, the author creates a list of questions in the form of a questionnaire that will be given to employees of PT. Antarmitra Sembada. The measurement scale used to determine each variable, both X (Compensation, Work Motivation and Work Discipline) and Y (Performance), is the Likert scale.

According to (Sugiyono, 2015: 168) to evaluate the views, opinions, and understanding of a person or group towards social phenomena, measured by a Likert scale. The Likert scale is usually in the form of a list of answer choices, where each statement has five options to choose from.

Instrument Calibration Test

1) Validity Test

According to Sugiyono (2015: 203), a valid instrument refers to a measuring instrument used to produce valid data, meaning that the instrument is able to assess what should be assessed. The questionnaire is considered valid if the available statements successfully explain what will be measured. Comparison of the total item correlation value r with the critical value is used to measure validity. If $r_{count} > r_{critical}$ and positive, then the statement item is assumed to be valid. The number of samples in this study is $n = 55$ and the sample calculation is $n - 2 = 53$ at a significance level of 5%, the r table value is 0.266.

Table 1. Validity Test of X1 Compensation

Variabel Kompensasi	Butir Pernyataan	Nilai Korelasi	Probabilitas	Keterangan
X1	1	0,730 > 0,266	0,000 < 0,05	Valid
X1	2	0,743 > 0,266	0,000 < 0,05	Valid
X1	3	0,670 > 0,266	0,000 < 0,05	Valid
X1	4	0,674 > 0,266	0,000 < 0,05	Valid
X1	5	0,586 > 0,266	0,000 < 0,05	Valid
X1	6	0,575 > 0,266	0,000 < 0,05	Valid
X1	7	0,634 > 0,266	0,000 < 0,05	Valid
X1	8	0,622 > 0,266	0,000 < 0,05	Valid
X1	9	0,460 > 0,266	0,000 < 0,05	Valid
X1	10	0,640 > 0,266	0,000 < 0,05	Valid
X1	11	0,126 < 0,266	0,360 > 0,05	Tidak Valid
X1	12	0,102 < 0,266	0,102 > 0,05	Tidak Valid
X1	13	0,332 > 0,266	0,000 < 0,05	Valid
X1	14	0,245 > 0,266	0,000 < 0,05	Valid

Sumber: Data primer diolah, SPSS 2022

From the table above for the Service variable item (X1) it can be seen that all 14 statement items tested showed 12 valid statement items. The table above shows the results that 12 statement points are valid. This can be seen from the r-count value > r-table (with r-table = 0.266) and the probability figure below 0.05. Items 11 and 12 are invalid because r-count < r-table, the probability value is above 0.05.

Table 2. Validity Test of X2 Work Motivation

Variabel Motivasi Kerja	Butir Pernyataan	Nilai Korelasi	Probabilitas	Keterangan
X2	1	0,690 > 0,266	0,000 < 0,05	Valid
X2	2	0,772 > 0,266	0,000 < 0,05	Valid
X2	3	0,717 > 0,266	0,000 < 0,05	Valid
X2	4	0,677 > 0,266	0,000 < 0,05	Valid
X2	5	0,814 > 0,266	0,000 < 0,05	Valid
X2	6	0,737 > 0,266	0,000 < 0,05	Valid
X2	7	0,773 > 0,266	0,000 < 0,05	Valid
X2	8	0,821 > 0,266	0,000 < 0,05	Valid
X2	9	0,625 > 0,266	0,000 < 0,05	Valid
X2	10	0,732 > 0,266	0,000 < 0,05	Valid
X2	11	0,149 < 0,266	0,276 > 0,05	Tidak Valid
X2	12	0,076 > 0,266	0,584 < 0,05	Tidak Valid
X2	13	0,890 > 0,266	0,000 < 0,05	Valid
X2	14	0,022 < 0,266	0,873 > 0,05	Tidak Valid
X2	15	0,246 > 0,266	0,000 < 0,05	Valid
X2	16	0,500 > 0,266	0,000 < 0,05	Valid

Sumber: Data primer diolah, SPSS 2022

From Table 2. for the Work Motivation item (X2) it is found that all the statements tested show 13 valid statements. The results of the test show that 13 statement items are valid. This is shown from the results of r count > r table (with r table = 0.266) and a probability value < 0.05. Statement items 11, 12 and 14 are invalid because r-count < r-table with a probability value above 0.05.

Table 3. Validity Test X3 Work Discipline

Variabel Disiplin Kerja	Butir Pernyataan	Nilai Korelasi	Probabilitas	Keterangan
X3	1	0,610 > 0,266	0,000 < 0,05	Valid
X3	2	0,650 > 0,266	0,000 < 0,05	Valid
X3	3	0,616 > 0,266	0,000 < 0,05	Valid
X3	4	0,591 > 0,266	0,000 < 0,05	Valid
X3	5	0,671 > 0,266	0,000 < 0,05	Valid
X3	6	0,710 > 0,266	0,000 < 0,05	Valid
X3	7	0,629 > 0,266	0,000 < 0,05	Valid
X3	8	0,563 > 0,266	0,000 < 0,05	Valid
X3	9	0,671 > 0,266	0,000 < 0,05	Valid
X3	10	0,570 > 0,266	0,000 < 0,05	Valid
X3	11	0,274 > 0,266	0,000 < 0,05	Valid
X3	12	0,050 > 0,266	0,550 < 0,05	Tidak Valid
X3	13	0,270 > 0,266	0,046 < 0,05	Valid
X3	14	0,226 < 0,266	0,097 > 0,05	Tidak Valid
X3	15	0,268 > 0,266	0,048 < 0,05	Valid
X3	16	0,270 > 0,266	0,046 < 0,05	Valid

Sumber: Data primer diolah, SPSS 2022

From Table 3 Validity test for Work Discipline variable items (X3) it can be seen that all statements tested show 14 valid (legitimate) statement items. The results of the table above show that 14 statement items are considered valid. This is because r-count > r-table (with r-table = 0.266) and with a probability value of less than 0.05. Statement items 12 and 14 are not valid because rcount < rtable with a probability value greater than 0.05

Table 4. Performance Y Validity Test

Variabel Kinerja	Butir Pernyataan	Nilai Korelasi	Probabilitas	Keterangan
Y	1	0,663 > 0,266	0,000 < 0,05	Valid
Y	2	0,731 > 0,266	0,000 < 0,05	Valid
Y	3	0,570 > 0,266	0,000 < 0,05	Valid
Y	4	0,771 > 0,266	0,000 < 0,05	Valid
Y	5	0,672 > 0,266	0,000 < 0,05	Valid
Y	6	0,641 > 0,266	0,000 < 0,05	Valid
Y	7	0,618 > 0,266	0,000 < 0,05	Valid
Y	8	0,660 > 0,266	0,000 < 0,05	Valid
Y	9	0,393 > 0,266	0,003 < 0,05	Valid
Y	10	0,202 < 0,266	0,140 < 0,05	Tidak Valid

Sumber: Data primer diolah. SPSS 2022

From Table 4, the Performance variable (Y) shows that all 10 statement points show 9 valid statement points. The results of the table above show that 9 statement points are valid. This is because $r_{count} > r_{table}$ (with $r_{table} = 0.266$) and with a probability value below 0.05. Point 10 is invalid because $r_{count} < r_{table}$ with a probability figure above 0.05.

2) Reliability Test

Sugiyono (2015: 203), argues that reliability testing is a measuring tool that, when used repeatedly to measure the same object, will produce consistent data. A statement is considered reliable if the individual's response to the statement does not change.

Items with high correlation numbers indicate that the statement items have high validity. The minimum requirement for the standard to be met is when the r number = 0.6. Therefore, if there is a correlation between items with a total score below 0.6, then the item in the measuring instrument is considered invalid.

The purpose of the reliability test is to test how far an instrument can be relied on to be used again in similar research. The test uses the alpha formula through SPSS.23

software through the Cronbach alpha value. Based on the assumption that the statement item is reliable, if the Cronbach Alpha number is > 0.60 .

Table 5. Reliability Test

Variabel	Cronbach Alpha	Batas Penerimaan	Keterangan
Kompensasi (X1)	0,780	> 0,6	Reliabel
Motivasi Kerja (X2)	0,804	> 0,6	Reliabel
Disiplin Kerja (X3)	0,721	> 0,6	Reliabel
Kinerja (Y)	0,795	> 0,6	Reliabel

Sumber: Data primer diolah. SPSS 2022

The test results show that all variables have values greater than the acceptance limit value of 0.6 (a construct or variable is considered reliable if the Cronbach Alpha value is > 0.6 (Ghozali: 2015). Thus, each variable is reliable and can be used as a measuring tool.

Normality Test

Normality Test to test whether the two variables (independent and dependent) in the model regression has a normal or near-normal distribution. The method for assessing normality is to see whether the probability plot is normal or not by comparing the cumulative distribution and the normal distribution. The normal distribution will appear as a diagonal straight line, and the plotted data will be compared to the diagonal line. If the residual data distribution is normal, then the actual data will follow the diagonal line pattern (Ghozali: 2005).

Multicollinearity Test

Multicollinearity testing is carried out in testing the regression model, significant relationship was found between independent variables. The method for drawing conclusions by examining the value of the Variance Inflation Factor (VIF), which must be less than 5. The test results of all variables X1, X2, X3 and Y have VIF values in

accordance with the provisions of the tolerance limits (not exceeding 5), so that there is no multicollinearity in this study.

Heteroscedasticity Test

The Heteroscedasticity Test is used to determine whether there is a difference in the variation of the residuals between one observation to another in the regression model, called homoscedasticity and if the variance is not the same it is called heteroscedasticity. (Ghozali: 2005)

In determining whether or not it occurs, it is done by referring to the scatterplot graph between the residual (SRESID) and the predicted value of the dependent variable (ZPRED). In the graph, the Y-axis represents the adjusted predicted value (ZPRED), while the X-axis shows the adjusted residual value using the studentized method.

Multiple Regression Data Analysis

Multiple linear regression is intended to see the influence of variable X on variable Y.:

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

Information:

- Y : Dependent variable (Sales)
- X1, X2 : Independent variables (X1: Service, X2: Promotion and X3: Price)
- b1, b2 : Regression line coefficient and b3
- α : Constants
- e : Error variables outside the research

t-test (partial hypothesis test)

The function of the t-test is to evaluate whether each variable X1, X2 and X3 has a significant influence on the variable Y. (Ghozali: 2005). The basis for decision making used partially with testing is:

- 1) If $t_{count} < t_{table}$, then H_0 accepted
 $H_{arejected}$
- 2) If $t_{count} > t_{table}$, then H_0 rejected
 $H_{aaccepted}$

F test (simultaneous hypothesis test)

The function of the F test is to determine whether all independent variables can explain the variation in the dependent variable well and whether the independent variables together have a significant influence on the independent variable.

Coefficient of Determination Test (R2)

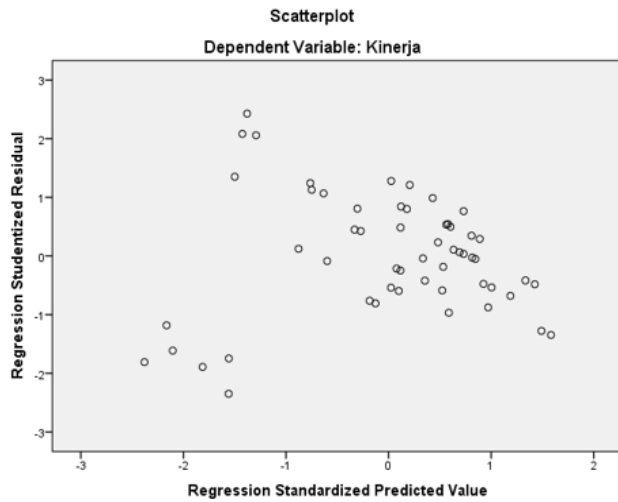
The coefficient of determination (R2) is used to determine the percentage of variation of the independent variable that can explain the dependent variable. The range of R2 numbers is between 0 and 1.

If the R2 value is close to 0, it indicates that the dependent variable is only slightly influenced by the independent variable.

On the other hand, if the R2 figure approaches 1, it indicates that the variation in the dependent variable explained by the independent variable is getting bigger.

Classical Assumption Test

Heteroscedasticity Test

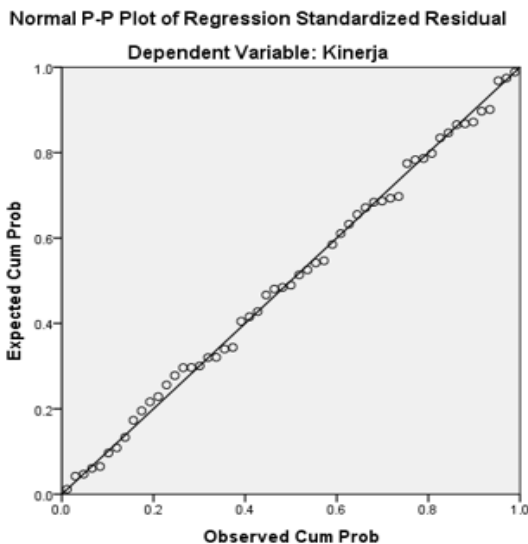


Sumber: Data primer diolah, SPSS 2022

Figure 1. Heteroscedasticity Test

The image above shows the results of the Heteroscedasticity test forming a regression model that tends not to experience Heteroscedasticity because there is no clear pattern in the scatterpot between SRESID and ZPRED.

Normality Test Results



Sumber: Data primer diolah, SPSS 2022

From Figure 2, it can be concluded that the results of the normality test indicate that the data used in the regression model in this

study is normally distributed, as seen from the distribution of the data which tends to follow a pattern, fulfilling the assumption of normality in the regression model.

From the multicollinearity test, it indicates that the tolerance figures for compensation and work motivation variables have multicollinearity, but work discipline does not have multicollinearity. This is because the tolerance values of all independent variables are above 0.10, in accordance with the established criteria.

Multiple Linear Regression Equation Analysis

Table 7. Multiple Linear Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
	(Constant)	7.423	5.826			1.274	.208
Kompensasi	.115	.076	.176	1.522	.134	.948	1.055
Motivasi Kerja	.159	.073	.278	2.169	.035	.771	1.297
Disiplin Kerja	.240	.091	.347	2.653	.011	.737	1.357

a. Dependent Variable: Kinerja
Sumber: Data primer diolah, SPSS 2022

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

If the values of a, b1, b2 and b3 are integrated into the model, the following equation is obtained:

$$Y = 7.423 + 0.115X1 + 0.159X2 + 0.240X3 + e$$

Hypothesis Testing

Statistical t-test, to find out how much each variable explains the performance variable, how much influence it has on performance.

Compensation with a t-count of 1.522 and a significance of 0.134 above 0.05, meaning that, between compensation and employee performance of PT. Antarmitra Sembada the influence is not significant.

This is confirmed at a significant level (0.05).

Work motivation received a t-count of 2.169 with a significance level of 0.035 below 0.05, indicating that the motivation and performance of PT. Antarmitra Sembada employees have a significant influence.

Work discipline, with a t-count of 2.653 with a significance level of 0.011 below 0.05, which proves that work discipline and employee performance at PT. Antarmitra Sembada have a significant influence..

Simultaneous Test (F Test)

In this study, the F test was used to determine whether the simultaneous influence of independent variables was significant on the dependent variable (Ghozali in Siahaan (2015:77)

Table 8. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	217.930	3	72.643	9.413	.000 ^b
	Residual	393.597	51	7.718		
	Total	611.527	54			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Disiplin Kerja, Kompensasi, Motivasi Kerja

Sumber: Data primer diolah, SPSS 2022

The statistical test results obtained a calculated F value of 9.413 and a significant number of 0.000 below 0.05. This indicates that the variables of compensation, motivation and work discipline simultaneously have a significant influence on the performance of PT. Antarmitra Sembada employees.

Coefficient of Determination

The function of the coefficient of determination is to assess how much both independent variables in explaining variations in the dependent variable. In essence, the coefficient of determination

(R²) measures the ability of the model to explain variations in the related variables (Ghozali in Siahaan (2015:78)

Table 9. Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.356	.319	2.778

a. Predictors: (Constant), Disiplin Kerja, Kompensasi, Motivasi Kerja

b. Dependent Variable: Kinerja

Sumber: Data primer diolah, SPSS 2022

From the table, it appears that data processing produces a coefficient of determination (R²) of 0.356. This means that 35.6% of the variation in performance variables can be explained by compensation, work motivation and work discipline variables. Meanwhile, the remaining 64.4% is explained by other variables not studied.

4. RESULTS AND DISCUSSION

Discussion

1. Results of the t-test of compensation on performance

From the data processing, it is concluded that between compensation and employee performance of PT. Antarmitra Sembada, the influence is positive and not significant, this is indicated by the t-value of 1.522 < t table = 2.004 with a significance level of 0.134 < 0.05. This means that from the results of the hypothesis test, H₀ is accepted while H_a is rejected, that between employee performance and compensation there is a positive and not significant influence.

PT. Antarmitra Sembada Batam. This means that the implementation of reward provision does not necessarily improve employee performance, and vice versa. The rejection of this research hypothesis is because the compensation variable has

a low effect on employee performance at PT. Antarmitra Sembada Batam due to the many factors that affect performance.

The results are in accordance with the research of Veronica Euphracia M Goda (2018), where the results of the study indicated that there was no effect of compensation on employee performance at PT. Andes Agro Investama. This study is also in line with the research of Riky Suprahirja (2021), the results of which compensation has an insignificant effect on employee performance at the Job Training Center for Development and Productivity of the Special Region of Yogyakarta Province.

2. Results of the t-test of work motivation on performance

From the results of data processing indicate that work motivation with employee performance of PT. Antarmitra Sembada Batam, has a positive and significant effect, which is indicated by the t-value of $2.169 > t\text{-table} = 2.004$ and a significance of $0.035 < 0.05$. These results indicate that work motivation with employee performance of PT. Antarmitra Sembada Batam has a positive and significant effect. This indicates that employee performance increases, if employee motivation in working is high.

On the other hand, the lower the employee's work motivation, the lower their performance. In line with Putra Bayu's research (2021), work motivation has a partial effect on employee performance at PT. Saromah All Mukaromah Surabaya. Likewise, Jufrihan's research (2018), this indicates that the influence of work motivation and employee performance at PT. Razza Pria Trafo is positive and significant.

3. Results of the t-test of discipline on performance

The conclusion that can be drawn is that the influence of work discipline on employee performance at PT. Antarmitra Sembada Batam is positive and significant. This is illustrated in the t count of $2.563 > t\text{ table} = 2.004$ and a significance of $0.011 < 0.05$. This means that, based on the hypothesis test, the influence between discipline and employee performance at PT. Antarmitra Sembada Batam is positive and significant.

Proving that the higher the implementation of discipline on employees will improve their performance. Conversely, if employees are less disciplined, their performance will decrease. Supporting research conducted by Alfian Amidhan Akbar (2015), namely the influence of discipline on employee performance at CV. Cemara Production Surabaya.

Likewise, Eva Rahmayani's research (2020) proved that work discipline has an influence on employee performance.

4. Test – F

The results of the statistical test show a value of $8.211 > F\text{ table} 2.70$ and a significant value of $0.000 < 0.05$. The significant value of $F < 0.05$, then H_0 is rejected and H_a is accepted.

This means that simultaneous testing shows that compensation, work motivation and discipline have a positive and significant effect simultaneously on employee performance at PT. Antarmitra Sembada Batam. This means that employee performance can increase if compensation, work motivation and work discipline can be increased in employees. The results of this study are

in accordance with the research of Ruri Anjayani (2017). where the results of the study are together on the significant relationship between work motivation, work discipline and compensation with employee performance. Likewise, research by Suprahirja (2021), which proves that simultaneously motivation, work discipline and compensation affect the performance of employees of the Work Training Center for Development and Productivity of the Special Region of Yogyakarta Province. This study is also in line with research by Putra Bayu (2021), which proves that compensation, work motivation and work discipline have a significant relationship with employee performance. In general, the function of compensation is as a motivator for employees to work more effectively and efficiently in achieving common goals. Nawawi (2011:314), states that compensation is a reward for the contribution of workers through work activities in realizing their goals. Motivation can be interpreted as an individual's desire to act because of an inner drive. When someone has a drive, they tend to make positive decisions in doing something, to be able to fulfill their desires. Work discipline is a communication tool, enforcement of discipline is mainly aimed at employees who are reluctant to change their behavior and attitudes. Employee discipline enforcement is generally carried out by providers.

5. CONCLUSION

The conclusions that can be drawn from the results of the study are as follows: Partially, compensation has an insignificant positive effect on employee performance at PT. Antarmitra

Sembada, Batam branch. The data shows that companies need to pay more attention to direct financial compensation, especially in providing bonuses, because its influence is quite large in enforcing work discipline and performance. Lack of satisfaction with bonuses can cause low employee motivation, so companies are advised to adjust the bonus system by considering employee needs and providing bonuses for extraordinary performance. Motivation has a significant positive effect on employee performance, so companies need to conduct routine evaluations, listen to complaints, and provide feedback to increase motivation. Work discipline also has a significant positive effect on performance, and companies must pay attention to discipline by implementing rewards and punishments, and increasing awards for punctuality. Simultaneously, compensation, motivation, and discipline have a significant positive effect on employee performance. The R value was recorded at 0.597 (59.7%) with an R² value of 0.356, indicating that 35.6% of employee performance is influenced by compensation, motivation, and discipline, while 64.4% is influenced by other factors not studied.

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