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The Effect of Work Discipline on the Performance of Employees in Compensation Mediation: A Case Study Indonesia

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ABSTRACT

The purpose of this research is to analyze the effect of work discipline on employee performance through compensation received by employees. The research sample used Company employees was 80 respondents. The research information analysis method uses path analysis using the PLS-SEM application. The results of research findings explain that the influence of employee's work discipline has an influence on employee performance in the company. Employee's work discipline has an influence on compensation. Employee's work discipline has a

great influence on employee performance, conversely, employee's work discipline has an influence on the compensation received by employees.

1. Introduction

The various methods that the industry tries to make progress through human resources are able to proactively improve themselves so that they can compete with other industries. One method that the industry can try is recruiting skilled employees. Human resources who have ideas, feelings, willingness, expertise, knowledge, encouragement and the work of all human resource capabilities that have an influence on the efforts of the organization to achieve goals.

Humans are the main investment of every organization, therefore they must be managed properly. Managing human resources are very meaningful matter (Sinambela, L. P. & Sinambela, 2019; Adjorlolo & Egbenya, 2020; Ayebare et al., 2020; Jackson, Forsberg, Chansa, & Sundewall, 2020; Koon et al., 2020; Mduzana, Tiwari, Lieketseng, & Chikte, 2020; Öhman, Larsson, Kashiha, & Agardh, 2020) explained so that private or government organizations can grow and develop. Compensation is one of the main motivations for employees to work, employees use their knowledge, skills, energy, time and commitment to convince or dedicate themselves to the organization, but the goals of employees who want to be achieved are to get rewarded for the resulting performance The compensation received did not match the expectations of the employees, so there was a subtle refusal to a loud rejection through demonstrations that the employees tried.

Sinambela, L. P. & Sinambela, (2019; Gao, Xu, Hou, & Ouyang, 2020; Ilyushin et al., 2020; Y. Li, Xiang, Chen, & Wang, 2020; Liao, Jiang, Wang, Al Qunaynah, & Yuan, 2020; Riccò, Vezzosi, & Mezzoiuso, 2020; S. Zhou et al., 2020) explained that compensation is compensation for services provided by the organization to workers distributing labor contributions and thoughts for organizational progress in achieving industrial goals. Employee work discipline can be seen as something that is useful for the benefit of the industry or for employees. Discipline means a lot for organizational development, most importantly to educate employees to comply with existing rules, procedures or policies that can create good performance. Discipline reflects a person's sense of responsibility for the tasks assigned by the industry.

Discipline must be enforced in the organization, without the support of employees' good work discipline, it is difficult for the organization to achieve its goals. (Sutrisno, 2009; Cohen & Rymer, 2020; Gong, Li, Shan, & Ouyang, 2020; Jung & Lee, 2020; Marin, Rossi, & Zen, 2020; Pun, Tjomsland, Infanti, & Darj, 2020; Uwizeye et al., 2020) explained that discipline is the behavior of a person's willingness and willingness to comply with and obey regulatory norms applicable in the industry. So that employees get compensation that matches their expectations and the work discipline that the industry has inaugurated by all employees can certainly produce good performance. Performance within the organization is tried by all human resources, both managers and employees, work locations that share comfort can encourage employee performance to realize industrial goals. Wibowo, (2013; Alwy Al-

beity et al., 2020; Hu et al., 2020; Konda et al., 2020; Kuruneru, Vafai, Sauret, & Gu, 2020; Makinde et al., 2020; X. Wu et al., 2020) explained that performance as a method of proving individual or team workers is focused on efficient performance to share attention on measurement and evaluation objective.

Company is an industry engaged in fish processing in the city of Surabaya, an industry that serves fish delivery to various big cities such as Jakarta, Bali, Surabaya and its surroundings. Company has many employees totaling 100 people for the creation process from start to finish through some processing units. gradual and continuous. Industry needs to divide into special units so that the quality of the finished product is of good quality. Company employees experience problems faced by the company related to providing compensation. Company employees are dissatisfied with the salary that has been applied by the company in addition to employee salaries as well as questioning compensation related to insurance and the application of low salaries causing many employees to strike with the application of low salaries and insurance that employees do not get can have an impact on employee performance not good.

So that the company experiences losses due to employees not meeting company expectations by providing salaries and insurance provided to employees because the company's condition is experiencing financial problems due to the impact of Covid 19 experienced by the company. Companies have reasons for applying low salaries and not providing insurance to employees, compensation is also a problem caused by work discipline at the company, employees are dexterous and there are also employees who lack awareness and obey the rules or regulations in the company where there are still many employees who arrives late after 08.00 WIB and stops working before 16.00 WIB which has been determined by the company on the grounds that the work has been completed. The advantages of company are guaranteed product quality, products according to consumer orders, timely delivery, provision of raw materials according to consumer demand, payments can be paid in installments according to predetermined agreements.

2. Literature review

Hasibuan, (2016) explained that the work discipline indicator is the basic indicator that affects the level of employee's discipline in an organization, among others:

2.1 Goals & abilities, role models, remuneration, justice
Goals and abilities also influence the employee's level of discipline. The goals to be achieved must be clear and perfectly formalized and quite challenging for the expertise of employees, this is if the work objectives assigned to employees must match the expertise of the employees concerned so that they can work seriously and be disciplined in doing them, if the work is beyond their ability or far below his ability to the employee's intensity and discipline becomes low (Chrysafiadi, Troussas, & Virvou, 2020; Contino et al., 2020; Hochrainer-

Stigler, Finn, Velev, Keating, & Mechler, 2020; McGarvey et al., 2020; Roondhe et al., 2020; Taktek & Thakker, 2020; X. Xu et al., 2020).

Leadership role models are very functional in ensuring employee discipline because leaders are used as role models and role models by their subordinates. Remuneration also affects employee discipline because remuneration provides satisfaction and love of employees to the industry or their work, if the employee's love continues to be good until their discipline becomes good. (Coleman & Reames, 2020; Curtis, 2020; Ghorbani, Nascimento, & Filatova, 2020; Meehan, Suresh, Combs, & Jeevanandam, 2020; Voegtlin, Frisch, Walther, & Schwab, 2020; von Fircks, 2020)

Justice also supports the realization of employee discipline because human nature always feels that it means itself and asks to be treated the same as other humans: 1. Supervision is a real action and is very efficient in realizing employee's discipline in the industry, 2. Legal sanctions function to maintain employee discipline with severe penalties for employees to worry about violating industry regulations, employee's disciplinary behavior and attitudes decrease. 3. Ketegasan serta gagasan pimpinan dalam melaksanakan kebijakan mempengaruhi kedisiplinan karyawan industri pimpinan wajib berani serta tegas berperan untuk menghukum tiap karyawan yang indisipliner cocok dengan sanksi hukuman yang sudah diresmikan. 4. Ikatan kemanusiaan yang harmonis di antara sesama karyawan turut menghasilkan kedisiplinan yang baik pada sesuatu industri (Frėjutė-Rakauskienė, 2018; Letsas, 2018; D. Li, Hruska, Talinbayi, & Li, 2018; Marcinkevičius, 2018; Natelson, 2018; Vedaschi, 2018).

Wibowo, (2013; Ma et al., 2019; Michael, Whitelaw, & Van Spall, 2019; Popov & Lu, 2019; Pradipto & Afif, 2019; Tokbolat, Nazipov, Kim, & Karaca, 2019; Xu, Sheng, Zhang, Wang, & Xing, 2019) explained that performance indicators are used for activities that are formalized more qualitatively on the basis of attitudes that can be seen as performance markers from a prospective point of view there are 7 performance markers as follows: 1). Goals are different conditions that a person or organization is actively involved in. A goal is something in a better condition to be achieved in the future. 2). Standards have meaning because they tell when a goal can be completed, a standard is a dimension of whether the desired goal can be achieved, without a standard it cannot be known when a goal is achieved. 3). standards and feedback informs progress in either quality or quantity toward achieving the objectives defined by the standard. 4). Equipment or facilities are resources that can be used to help complete goals by accessing equipment or facilities, which are supporting aspects for achieving goals. 5). Competence is a requirement in performance, competence is the skill possessed by a person to carry out the work given to him properly. 6). The motive is the impetus for someone to carry out something, the manager facilitates motivation to employees, with financial incentives providing recognition to set goals to achieve standards, feedback to provide freedom to carry out work that has been listed when doing work to obtain work performance, there are 2 aspects that encourage opportunity for

achievement is the availability of time and expertise to meet company requirements.

Veithzal, 2008; rilaksono, 2014; Harwati & Permana, 2017; Rajora et al., 2017; Shen, Hsiao, Ma, & Rosen, 2017; Stallard, Rejc, & Conn Welch, 2017; Wang et al., 2017) explained that the compensation indicators include income, wages, incentives and indirect compensation (fringe benefits) which include facilities such as insurance, allowances, pensions: 1). Income is a financial reward received by employees as a consequence of their role as an employee who contributes energy and thoughts in achieving industrial goals. 2). Wages are direct financial rewards paid to employees based on working hours, the number of goods produced or the number of services provided. 3). Incentives are direct rewards paid to employees because their performance exceeds the set standards. 4). Indirect compensation (fringe benefit). Fringe benefit is a bonus compensation given based on industry policy for all employees in an effort to improve the welfare of employees, for example in the form of pension benefit insurance and others.
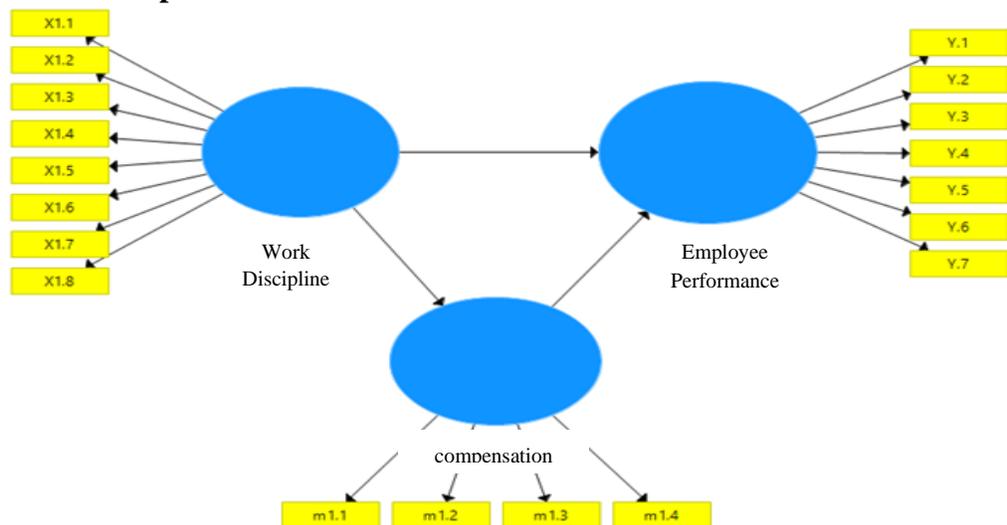
2.1.1 Conceptual Framework

Figure 1.1 Conceptual Framework

2.1.2 Research Hypothesis

Based on the formulation of the problem, the research objectives and the conceptual framework that have been formulated to the following hypothesis:

1. H1 : Work discipline has a positive effect on the Employee's Performance at company

2. H2 : Work discipline has a positive effect on employees' compensation at company

3. H3 : Compensation has a positive effect on the Employee's Performance at company

4. H4 : Compensation mediates the relationship between work discipline and employee's performance

3. Research Methods

3.1 Type of Research, Population and Sample, Sampling Technique

The type of research used is causal research, research that uses a quantitative approach using statistics to respond to problems or research hypotheses that are specific in nature to carry out predictions if a certain variable affects other variables (Sugiyono, 2017; Juanamasta et al., 2019; Prabowo, Rochmatulaili, Rusdiyanto, & Sulistyowati, 2020; Rusdiyanto, Agustia, Soetedjo, & Septiarini, 2020; Rusdiyanto, Hidayat, et al., 2020). The research population of all employees at company, on the other hand, the sample in the study used 80 male and female employees. This research sampling method uses non-probability sampling. The sampling method used was purposive sampling where the sampling was based on the criteria described by the researcher for the sample (Sugiyono, 2017; Chen, Mei, & Zhang, 2020; Gondo & Kolawole, 2020; He et al., 2020; Jones et al., 2020; Ni, Niu, Chung-Lim Chiang, & Jiang, 2020; Zulfikar et al., 2020)**.**

3.2 Operational Definition of Variables

The operational definition in this research consists of three work discipline variables, compensation variables and employee performance variables.

3.2.1 Work Discipline (X1)

x1.1: Goals and abilities
x1.2: Leadership role models
x1.3: Remuneration
x1.4: Justice
x1.5: Inherent supervision
x1.6: Legal sanctions
x1.7: Firmness
x1.8: Human Relations

3.2.2 Employee's Performance (Y)

y1.1: Goal
y1.2: Standard
y1.3: Feedback
y1.4: Tool or Means
y1.5: Competence
y1.6: Motive

3.2.3 Compensation (M)

m1.1: Salary
m1.2: Wage
m1.3: Incentive
m1.4: Indirect Compensation

3.3 Data Analysis Techniques

The research used PLS-SEM analysis with the following stages: 1). A reliability assessment session was conducted which was divided into two sessions, namely an assessment of markers of reliability and an assessment of internal consistency reliability. 2). Conducting an assessment of the validity of information using convergent validity and discriminant validity. 3). Carry out a bootstrapping test to obtain a statistical value and a P value. 4). Testing of indirect influence mediation.

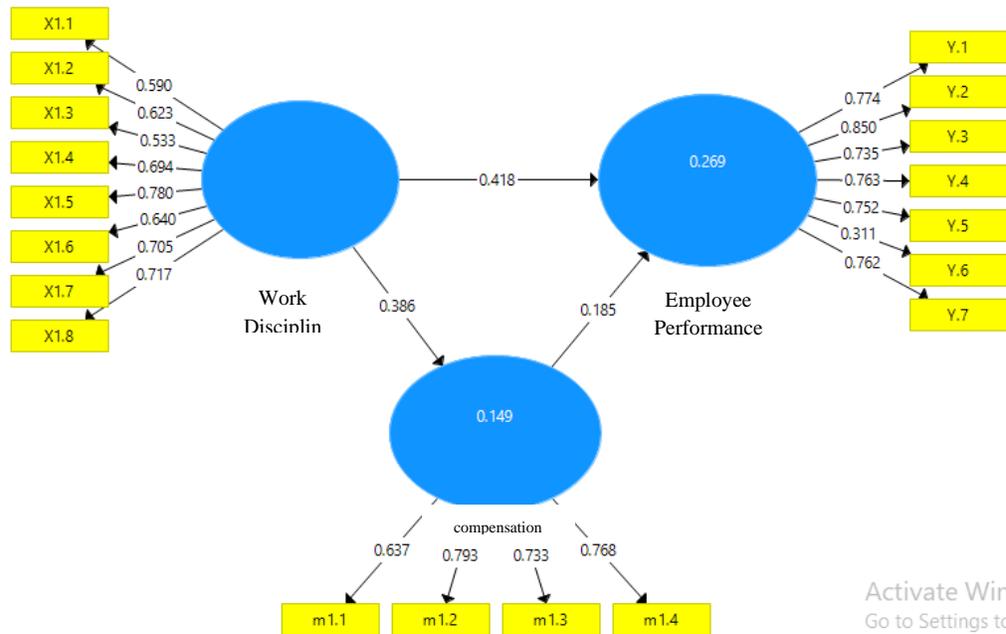## 4.   Analysis And Discussion

4.1 Initial Outer Model

Figure 1: Initial Outer Model

Table Error! No text of specified style in document.**-1: Test of Convergent Validity**

Variable	AVE	Information
Work Discipline	0,441	Not Valid
Employee's performance	0,527	Valid
Compensation	0,540	Valid

Based on the test table above the AVE value for work discipline, the value is below the standard for the feasibility of testing the fit model, which must be above 0.5, while in the first stage of the initial test the outer value is 0.441. Therefore, it is necessary to remove the indicators that are not valid against the variables until the model becomes fit (Goodness of Fit).(Akomolafe, Fadiji, & Gayawan, 2020; Fazzi & Groves, 2020; Hadjicosta & Richards, 2020; Kim, 2020; Menchetti, Padalino, Brasileiro Fernandes, & Nanni Costa, 2020; Song, Shi, & Yi, 2020; J. Zhou, Wu, & Gong, 2020).
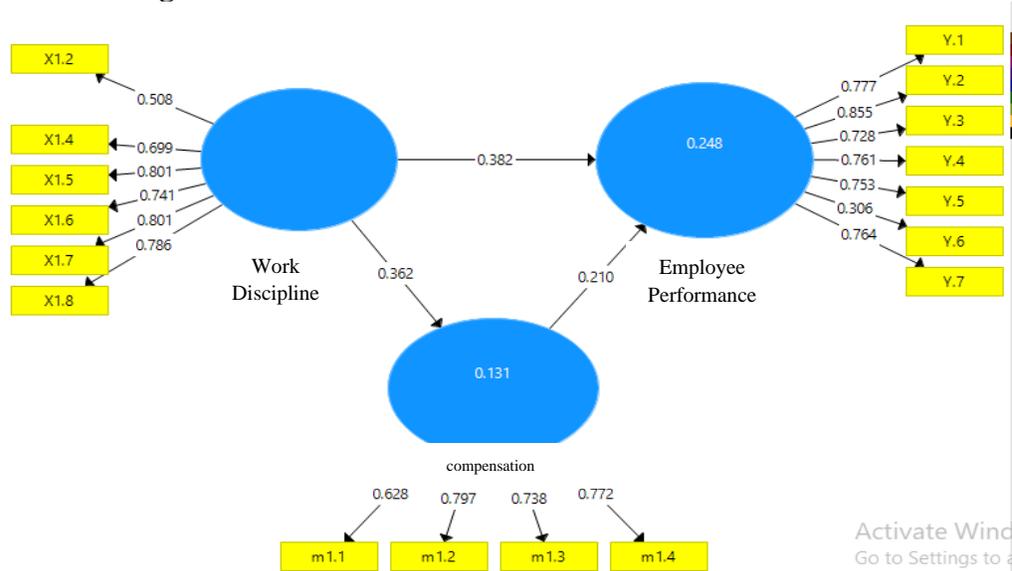
4.2 Retesting to the fit model obtained:

Figure 2: Model Fit

Table Error! No text of specified style in document.**-2: Test of Second Convergent Validity**

Variable	AVE	Information
Work Discipline	0,533	Valid
Employee's performance	0,527	Valid
Compensation	0,543	Valid

In the second convergent validity test, the AVE value for each variable has met the requirements above 0.5, whereas if we look at the Figure above, two indicators are omitted, namely X 1.1 (objectives and abilities) and 1.3 (Service Response).).

Table Error! No text of specified style in document.**-3: Test of Reliable Internal Consistency**

Variable	Composite Reliability	Information
Work Discipline	0,870	Reliable
Employee's performance	0,881	Reliable
Compensation	0,825	Reliable

The table above shows the totality of the latent variables in the research having a composite reliability value above 0.6, so it can be concluded that the totality of the variables has a high level of internal consistency reliability. After the model is fit, then carrying out testing by bootstrapping produces the following model:
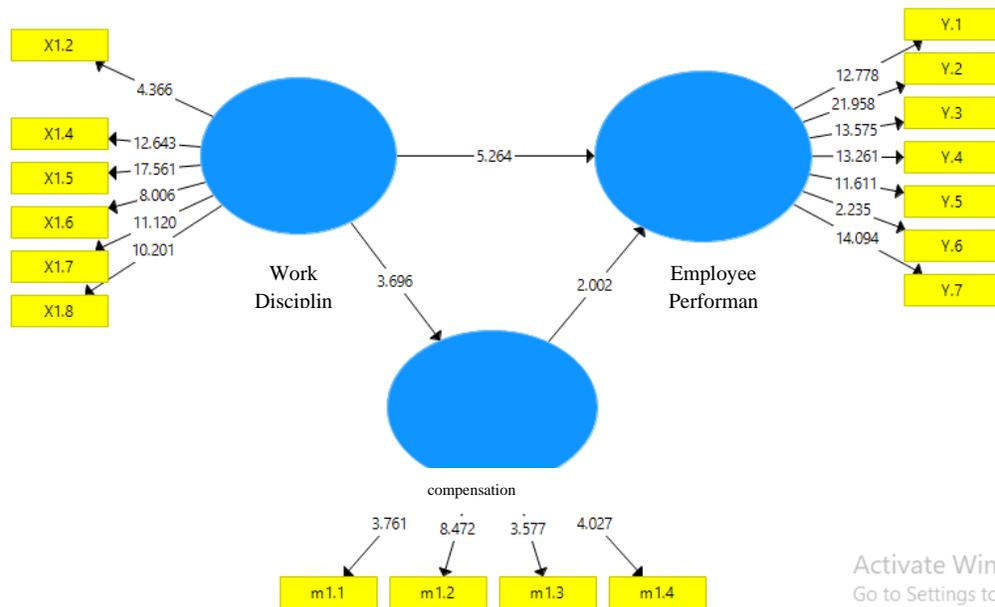
Figure 3: Model Bootstrapping

From the bootstrapping model above, the T-statistic value and Hypothesis Test are used to draw conclusions. The T-table value with a significance level of 5% for 80 respondents explains that the inner model is significant if the T-Statistic value is greater than the T-Table of 1,664.

Table Error! No text of specified style in document.**-4: t-Statistics**

	Original Sample	Sample Mean	Standard Error	T-Statistic	PValue
Work Discipline -> Employee's Performance	0.382	0.400	0.073	5.264	0.000
Work Discipline -> Compensation	0.362	0.390	0.098	3.696	0.000
Compensation -> Employee' Performance	0.210	0.216	0.105	2.002	0.046

In the table above it can be meant that the original sample value is a coefficient value that displays the influence strength of one latent variable on another latent variable, whereas the value in the sample column mean (m) displays the middle value of the path coefficient, otherwise the standard deviation (stdev) and standard error (stderr) displays the value of deviations and errors in the sample mean T-statistic to see the T-value to be used for hypothesis testing.

T- Statistics on the effect of work discipline on employee's performance show a number 5,264 greater than T- Table 1,664 with a probability value of 0, 000 which is smaller than 5%, meaning that work discipline has a significant positive effect on employee's performance. T- Statistics on the effect of work discipline on compensation show a number 3,696 greater than T- Table 1,664

with a probability value of 0, 000 that is smaller than 5%, meaning that work discipline has a significant positive effect on compensation. T- Statistics on the effect of compensation on employee's performance shows the number 2,002 is greater than T- Table 1,664 with a probability value of 0.046 which is smaller than 5%, meaning that compensation has a significant positive effect on employee's performance.

4.3 Evaluasi Pengaruh Tidak Langsung

Smart PLS includes the results of calculating the indirect effect which is useful in analyzing the strength of the relationship between the mediator variable and other variables. Mediation is established when a variable affects the relationship between the independent variable and the dependent variable. Changes in the based variables lead to changes in the mediator variable and the conclusion also causes changes in the dependent variable. In this paper, the authors use a simple mediation model because there is one mediator variable. In order to analyze this simple mediation model, the author adopts the flow created by (Zhao, Lynch Jr, & Chen, 2010; Curll & Brown, 2020; Erebak & Turgut, 2020; Kelcey, Bai, & Xie, 2020; Ramoz et al., 2020; Toka, Recse, Cserep, & Szabo, 2020) The picture above is a simple mediator model. The mediation effect analysis uses the following values: c is the direct impact, the multiplication of axb equals the indirect impact, c + (axb) is the total effect.
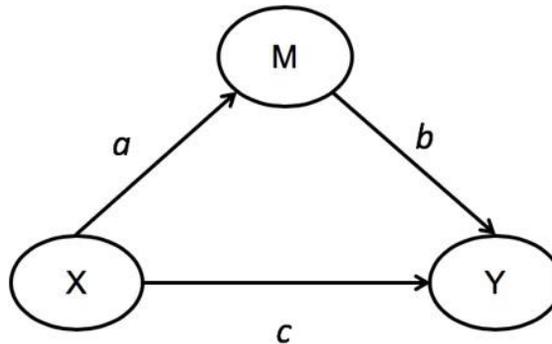

Figure 4: Simple Mediation Model

Zhao, Lynch Jr, & Chen, (2010; Kang, Shin, & Lee, 2020; McCallaghan, Jackson, & Heyns, 2020; Mühlhauser, Vogt, & Niederer, 2020; Spagnoli et al., 2020; Wu, Huang, Hsu, & Hong, 2020; Yuan, Fu, Han, Chen, & Fang, 2020) explained that the impact of mediation is divided into 5 groups, namely: 1) Complementary (partial mediation) if axb is significant, c is significant, and axbxc is significant. 2) Competitive (partial mediation) if axb is significant, c is significant, but axbxc is not significant. 3) Indirect-only (full mediation) if axb is significant, but c is not significant. 4) Direct-only (mediation number) if axb is not significant, but c is significant, 5) effect number (mediation number) is if axb is not significant and c is not significant.

Table 0 5: Evaluation of Indirect Effects

Axb notation	*Indirect Effect* (Tstatistic axb)	*Direct Effect* (value c)	Mediation effect status
(X -> M) (M -> Y) (3,696)(2,002)	7,3993 (Significant)	(X -> Y) 5,264 (Significant)	*Complementary (Partial Mediation)*

Based on the indirect effect evaluation table, the indirect effect through the compensation mediation variable has a T-statistic value greater than 7,399 than the value of the direct effect of work discipline on employee performance, which is 5,264.This is convincing that compensation can increase employee performance as a result that the positive is bigger.

5. Conclusion

Based on the results of the analysis, it explains that the influence of employee's work discipline has an influence on employee's performance, which means that employee's discipline at work can improve employee's performance at the company. Employee's work discipline has an influence on compensation, meaning that employee discipline in the company can increase the compensation that employees receive from the company. Meanwhile, compensation has an influence on the employee's performance. While the indirect effect of compensation if it is included to improve employee's performance has a very large effect on improving performance in the company.

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