



**The influence of compensation. Work motivation, and discipline on employee performance in the company manufacture**

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**INFO ARTIKEL**

**Abstract**

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*This research aims to analyze the influence of compensation and work motivation on employee performance in manufacturing companies. Analysis was carried out using the method Systematic Literature Review. The research results show that there is a positive influence of compensation on employee performance and there is a positive influence of work motivation on employee performance and there is a positive influence of discipline on employee performance.*

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**INTRODUCTION**

Competition in the business world today is quite tight, where every company is competing to create or satisfy every need that consumers want. A company that is able to compete with its competitors is certainly supported by quality human resources. A person is said to be a good worker if he can do all his work well. Whether a worker does a job well or not is known as performance. Employee performance is considered influential because it measures how much they bring positive work results to the company.

There are several strategies that a company must pay attention to so that its goals can be achieved optimally. These strategies include how companies can manage employee performance factors well so that they are maximized and give employees a sense of satisfaction at work. Employees receive

compensation according to regulations and their overall contribution in a fair and kind manner, and employees at work are always given continuous motivation so that the company's goals and objectives can be achieved and the company can compete with its competitors.

According to Rivai (2009), to face increasingly fierce business competition, companies must be able to compete and one of the tools that can be used is compensation for employees. If the compensation system is perceived by employees as a fair and competitive system, it will be easier for the company to attract potential employees, retain them and motivate them to further improve their performance, thereby increasing their productivity and the company can produce products at competitive prices. In the end, the company not only excels in competition but is also able to maintain its existence and even increase profits and expand its business.

Compensation according to Nasrudin et al (2020) is an award given by a company to its employees for their willingness to carry out various tasks and jobs within the company itself. Compensation from the company is an important factor that influences the choice to work in an organization. Providing compensation that is in line with employee desires and the company's capabilities will create a healthy cooperative relationship to improve company performance. Besides that, compensation that is in line with employee expectations for their work can encourage employees to work harder from time to time, thereby having a positive impact on improving employee work results. Satisfaction with compensation is the main factor in creating good employee performance.

Apart from compensation, another factor that influences employee performance is work motivation. Motivation is a fundamental factor besides employee compensation in achieving organizational goals. Companies must be able to motivate their employees. Work motivation factors are closely related to goal-directed behavior. Simamora (2006) suggests that employees are motivated to achieve compensation that is balanced with their performance, therefore the satisfaction with the compensation they receive will also influence their motivation to work productively and effectively.

There is another factor that influences employee performance, namely discipline. According to Sutrisno (2019), work discipline is a motivation tool for employees. So that all work can run smoothly, effort and good work discipline are needed. Work discipline is only associated with unpleasant things (punishment), because in reality punishment is the main tool for enforcing discipline. Work discipline is a form of employee compliance or obedience to the company where they work.

The importance of compensation, work motivation and discipline in employee performance must of course be a concern for every company, including manufacturing companies. By providing good compensation and motivation, this will benefit both parties, both employees and the company itself, which can progress and develop well.

## **RESEARCH METHODS**

This section contains the research design used (methods, data types, data sources, data collection techniques, data analysis techniques, variable measurement) written in flowing paragraph form (no bullets or numbering).

## RESULT

### 1. The effect of compensation on employee performance

The compensation given by the company to employees can support the smooth running of work and make employees more enthusiastic in doing their work. This happens because the more work compensation received, the employee's performance will increase and vice versa, if the work compensation received decreases, the employee's performance will decrease. Companies that determine compensation level taking into account normal living standards will enable employees to work with enthusiasm and motivation. This level of employee job satisfaction or employee performance is greatly influenced by the level of compensation given to employees.

In a company, employees are a very important part in achieving goals. Every employee certainly has many differences in skills, abilities, needs and gender. One form of achievement/reward given by the company for employee performance is compensation. By providing awards and recognition, employees will provide their best performance as a return for the awards given by the company as well as to maintain and maintain employee morale and motivation. According to Marwansyah (2010: 269) compensation is a reward that the company gives to employees for the performance given to the organization, both direct and indirect, financial and non-financial rewards. According to Hasibuan (2009: 118) compensation is income in the form of money or goods given by the company to employees for the services provided. Without adequate compensation, current employees tend to leave the organization which results in the organization experiencing difficulties in replacement, especially in recruiting. According to Suparyadi (2014: 271) compensation is the total income given to employees as appreciation for the contributions they have made to the organization, both financial and non-financial.

The smoothness and success of organizational goals is greatly influenced by several factors, especially individual factors because they are directly involved in organizational activities. For this reason, employee factors need to receive attention from leadership, so that employees are encouraged to work seriously so that optimal performance can be achieved. In this case, organizations need to pay attention to the implementation of financial compensation in the form of salaries, allowances, bonuses, commissions and non-financial compensation in the form of training opportunities, promotions, opportunities for recognition, psychological or physical environment and health insurance where this is deemed necessary for employees. The hypothesis testing carried out does not support Surya's (2001) research but supports research from Uygur and Kilic Gonca (2009) which

states that there is no positive relationship between compensation and employee performance

The following are examples of several research results from previous researchers that contain the effect of compensation on employee performance:

No	Author, year	Title	Research result
1.	Opan Arifudin, 2019	Effect of Compensation On Performance Employees at PT. Global (PT. GM)	The results of the analysis show that compensation has an influence on Performance. Number 89.2% here it means every Performance changes of 89.2% are influenced by changes in compensation variables. The remaining 10.8% was caused by other variables outside these two variables which were not involved in this research.
2.	Ferry Setiawan & AA Sg. Katika Dewi, 2014	Rahayu, KW (2017). <i>The Influence of Work Motivation on Employee Performance in the Secretariat East Kutai Regency area.</i>  ECONOMICS.	The results of the analysis show that compensation is simultaneous and partial have positive impact and significant to employee performance at CV. Blessings of Grace.
3.	Alvi Nugraha & Sri Surjani Tjahjawati, 2017	Effect of Compensation On Performance Employee	The results of the analysis show that the compensation given to field employees Cargill Tropical Palm (ISK Lake View Estate) overall it is large because the value is 3.64 and is in the high/large interval, namely 3.41 – 4.20. Based on this, employees are satisfied and this has an effect on employee performance. This is shown by if compensation increases by one point, then employee performance will increase by 0.543.

4.	Usman Fauzi, 2014	Effect of Compensation On Performance Employees at PT.Trakindo Utama Samarinda	The results of the analysis show that compensation influences the performance variables of PT employees. Trakindo Utama Samarinda. From the calculation results, the calculated F value is 8.321 and the significant F value is 0.01 from a significance level of 0.05. Based on the values above, it can be explained that together the independent variables, namely financial compensation and non-financial compensation, have a significant effect on the dependent variable, namely performance.
5.	Vivi Herlina, 2020	Effect of Compensation and Work environment On Performance Employee	The results of the analysis show that the independent variable has a known value Compensation 0.1512% And Work Environment is 0.1008%, so the most dominant variable has an influence on Performance Employee is Compensation with a value of 0.1512%.

6.	Anton Hindardjo, Ririn Adi Utami, 2019	The Effect of Compensation and Motivation on Performance Employee	The results of the analysis show that the results of statistical calculations can be concluded that construct motivation influential positive significant to the construct of employee performance directly. This can be seen from the T- value.  Statistics that are greater than 1,960 are 2,016. Thus, hypothesis H2 in this study is accepted.
7.	Timoti Hendro, 2018	Effect of Compensation and Job Satisfaction Against Permanent Employee Performance CV. Glorious Work	The results of the analysis show that based on the results of research data processing, the tcount of 23.758 is greater than the ttable of 2.03693 so the conclusion is variable compensation is variable (XI)
8..	Teguh Retnoningsih, Bambang Swasto Sunurharjo, Ika Ruhana, 2016	Rahayu, KW (2017). <i>The Influence of Work Motivation on Employee Performance in the Secretariat East Kutai Regency area.</i> ECONOMICS.	The results of the analysis show that Financial Compensation has a significant effect on Performance Employees at PT PLN (Persero) East Java Distribution, Malang Area. Statistical data analysis obtained a $\beta$ coefficient of 0.216 with a calculated tvalue of 2.130, a probability value of 0.037 with an alpha of 0.05 (0.037 < 0.05), so the Financial Compensation variable has a significant influence on the dependent variable, namely Employee Performance. Non- Financial Compensation has a significant effect on

			<p>Employee Performance at PT PLN (Persero) East Java Distribution, Malang Area. Statistical data analysis obtained a <math>\beta</math> coefficient of 0.284 with a t value of 2.485, a probability value of 59 0.015 with an alpha of 0.05 (<math>0.015 &lt; 0.05</math>), so the Non-Financial Compensation variable has a significant effect on the dependent variable, namely Employee Performance.</p>
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## 2. The influence of motivation on employee performance

Humans are social creatures of will. This desire occurs continuously and will only stop when the end of his life arrives. A desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, joy and sincerity so that the results of the activities he carries out are good and of good quality. Motivation can certainly influence performance, although it is not the only factor that shapes performance. Initially, a person's motivation to carry out activities arises because they feel the need to fulfill their needs. In this way, there is a common interest between humans.

No	Author, year	Title	Research result
1.	Salman Farisi, July Irnawati, Muhammad Fahmi, 2019	The Influence of Motivation and Work Discipline Against Employee performance	The results of the analysis show that the influence of motivation on employee performance is obtained by a t value of 2.128 which is greater than the t table value with a sig value of $0.038 < \alpha 0.05$ . From these results it is concluded that $H_0$ is rejected and $H_a$ is accepted. This shows that motivation has a positive and significant influence on employee performance.
2.	Hendri Sembiring, 2020	The Influence of Motivation And Work environment	The results of the analysis show that the partial test results show a significant positive influence between

		On Performance Employees at Banks Sinarmas Medan	motivation and employee performance. Through the results of the calculations that have been carried out, the t-count value is 4.214 with a significance level of less than 0.05. The results of respondents' answers regarding the influence of motivation on employee performance have an average value of 150.71. Based on respondents' answers, it is known that motivation is a very important consideration in improving employee performance
3.	Bayu Dwilaksono Hanafi & Corry Yohana, 2017	Rahayu, KW (2017). <i>The Influence of Work Motivation on Employee Performance in the Secretariat East Kutai Regency area.</i> ECONOMICS.	Rahayu, KW (2017). <i>The Influence of Work Motivation on Employee Performance in the Secretariat East Kutai Regency area.</i> ECONOMICS.
4.	Aldo Herlambang	Influence of Work Motivation	The analysis results show that the significance value of t is smaller than $= 0.5$ ( $0.000 < 0.05$ ) and has a regression coefficient value of 0.636 which is greater than the work environment.  The higher the form of motivation provided, the higher the level of performance.
5.	Andrey Satya Darmawan, Djamhur Hamid, M. Djudi Mukzam, 2013	Influence of Work Motivation and Work Ability On Performance Employees (Study In PT employees).	Based on the calculation of multiple linear regression analysis, it can be seen: The simultaneous influence of Work Motivation and Work Ability variables on



		<p>PLN East Java Distribution Service Area and Network (APJ Malang)</p>	<p>Employee Performance is carried out using the F-test. From the results of multiple linear regression analysis, an Fcount value of 39.708 was obtained, while Ftable at the 0.05 significance level showed a value of 3.120. This means that Fcount is greater than Ftable so that Ho is rejected and Ha is accepted, which means the independent variable has a significant influence simultaneously on employee performance. So it can be concluded that testing the hypothesis states that it exists the joint (simultaneous) influence of independent variables on employee performance variables can be accepted</p>
6.	Krisnawati Wiji Rahayu, 2017	<p>The Influence of Work Motivation on Employee Performance At the Regional Secretariat of East Kutai Regency</p>	<p>The results of the analysis show that through a simple linear regression analysis test, variable X, namely motivation, has a positive effect on performance employee because variable the has more tcount than ttable, namely 4.113 and Ttable is 1,995.</p>
7.	Maswar, Muhammad Jufri, Zikriati Mahyani, 2020	<p>Influence of Work Motivation and Work Environment On Performance Employee</p>	<p>The results of the analysis show that the results of the t-test analysis show that a significant tvalue of 0.007 is smaller than <math>\alpha = 0.05</math> (<math>0.007 &lt; 0.05</math>) or <math>t = 2,859</math> which is greater than the ttable value = 1.685. This means that if the significant value of t is smaller than <math>\alpha</math> or if tcount is greater than the t table</p>

			value, then the work motivation variable (X1) has a significant effect on the employee performance variable (Y).
8.	Chandra Andika Hadi Purnomo, M. Djudi, Yuniadi Mayowan, 2017	Influence of Work Motivation and Work Discipline On Performance Employees (Study on Permanent Employees of PT. Tentrem Bodywork Prosperous City of Malang)	The results of the analysis show that work motivation has a simultaneous effect on employee performance by 32.6% and work motivation has a partial effect with a significant 0.011 smaller than $\alpha = 0.050$ .

### 3. The effect of discipline on employee performance

Work discipline influences employee performance, meaning that the higher a person's work discipline, the higher their performance will be. Good work discipline will accelerate the achievement of company goals, while poor work discipline will become an obstacle and slow down the achievement of company goals. This goal can be achieved if work efficiency and effectiveness increases. A high level of employee discipline will influence the achievement of the goals set by the company, namely that there will be no delays in carrying out tasks because they will complete the assigned tasks on time.

Employees who show high discipline reflect a high sense of responsibility for their work.

The following are examples of several research results from previous researchers which contain the influence of discipline on employee performance:

No	Author, year	Title	Research result
1	Izaz Dany Afianto, Hamidah Nayati Utami, 2017	Influence of Work Discipline and Communication Organization against Job Satisfaction and Employee Performance (Study of Divisional	The results of the analysis show that the results of this research show that work discipline has a significant positive effect on employee performance, meaning that the higher the employee's work discipline, the higher the employee's performance will be until it

		Employees Marketing PT. Victory International Future CitiesPoor)	reaches 25.8%.
2.	Ali Wairooy, 2017	The Influence of Work Discipline and Compensation on Employee Performance in PT. Pertamina (Persero), Tbk. Regional Marketing VII Makassar	The results of the analysis show that the work discipline variable has a positive and significant effect on employee performance at PT. Pertamina Persero), Tbk. Regional Marketing II Makassar, this is proven statistically $t_{count} > t_{table}$ and the level of significance is smaller than the level of significance indicated
3.	Mardi Astutik, 2016	The Influence of Work Discipline and Organizational Culture On Performance Secretariat Employees House of Representatives Regency Area Jombang	The results of the analysis show that Work Discipline (X1) and Organizational Culture (X2) have a positive and significant influence on the performance of employees at the Jombang Regency Regional People's Representative Council Secretariat, both individually and jointly.
4.	Andi Ade Zulkifli, Rashid Pananrangi, Gunawan Bata Ilyas, 2019	Discipline Influence Analysis Work and Training On Employee Performance Tourism Polytechnic Makassar	The results of the analysis show that together the independent variables, namely Work Discipline and Training, have a significant effect (at $\alpha = 0.05$ ) on the dependent variable, namely Employee Performance at the Makassar Tourism Polytechnic. The results of the analysis also show that the Work Discipline and Training variables partially have a significant effect (at $\alpha =$

			<p>0.05) on Performance.</p> <p>Employee at Makassar Tourism Polytechnic. By looking at</p> <p>The largest Standardized Independent Beta value is 0.476, namely the Work Discipline variable (X1). The more employee work discipline increases, the more their performance will increase.</p>
5.	Nugrahanum Illanisa, Wandy Zulkarnaen, Asep Suwarna, 2019	<p>Influence of Work Discipline On Performance Elementary School Employees</p> <p>Islam Binar Indonesia Bandung</p>	<p>From the results of the research conducted, it can be concluded that there is a significant influence between Disciplines Work towards Employee performance at the Binar Indonesia Islamic Elementary School in Bandung, it can be seen from the results of the Simple Linear Regression method and the T Test. And from the results of the research conducted, it can be seen that the influence of Work Discipline on Employee Performance is 64.4% and the remaining 46.6% is influenced by other variables outside the research. . And also known the structural equation of <math>Y = 15.265 + 0.668</math></p>
6.	Gito Septa Putra, Jhon Fernos, 2023	<p>Influence of Work Discipline and Work Motivation On Employee</p>	<p>The research results show that work discipline has a positive and significant effect on employee performance at the Padang City</p>

		Performance At the Department of Manpower and City Industry Padang	Manpower and Industry Service and work motivation has a positive and significant effect on employee performance at the Padang City Manpower and Industry Service.
7.	Anjelika Wulan TambaRJ Pio, SAP Sambul, 2018	The Influence of Work Discipline and Employee Loyalty On Performance  Employees at PT. Columbindo Perdana Manado Branch	Based on the results of the t test, it shows that the Work Discipline variable partially has a significant influence on employee performance. This is due to the disciplinary attitude of employees who are aware of accepting punishment if they commit a violation
8.	Belti Juliyanti, Onsardi, 2020	Influence of Work Discipline and Work motivation On Performance Employees On Regional Water Company Drinking (PDAM) City Bengkulu	obtained mark $R = 0.899$ and coefficient determination = 0.809 mark have meaning that Discipline Work ( $X_1$ ) and Motivation Work ( $X_2$ ) give contribution influence amounting to 0.809 or 80.9% of Employee Performance (Y) At Bengkulu City Regional Drinking Water Company (PDAM) while the remaining 0.181 or 18.1% is influenced by other variables not included in this research.

## CONCLUSION

Based on the results of previous research that has been carried out and the author has included the results of previous research above, it can be concluded as follows:

Compensation has an influence on employees in increasing or decreasing their performance in a company. This is related to the purpose of their work, namely to fulfill life's needs. If the performance they produce is not commensurate with their income, there will be a decline in performance. Apart from that, another factor that influences performance is motivation. This can arise from the employee himself or can arise from the company. Companies can provide motivation so that employees can continue to be

enthusiastic about improving their performance and this will later have an impact on company productivity. Lastly, the discipline factor will support all ongoing activities because through discipline the work process in an organization or company will run well and regularl

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