

The Effect of Compensation, Discipline, and Motivation on Employee Performance: The Case of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang

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Abstract

This research, with practical implications, aims to determine the effect of compensation, work discipline, and work motivation on the performance of employees of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. The objects of this research are PT Jaya Masawan Putera Sejahtera (JM Group) Palembang employees. The sampling technique used the cluster sampling method with 315 employees. The research method used is associative research using primary data obtained from the results of questionnaire answers from 176 respondents. The analysis technique used is Multiple Linear Regression. This research shows that compensation, work discipline, and motivation not only significantly influence the performance of PT Jaya Masawan Putera Sejahtera (JM Group) employees but also have a positive influence. Partial testing shows a positive and significant influence of compensation, work discipline, and motivation on the performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang employees, providing practical insights for effective human resource management.

Keywords: Compensation, Discipline, Motivation, Employee Performance.

JEL Codes: L83, M19, O10

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1. Introduction

Human resources greatly influence the success of every company in achieving its goals. Human resources manage the company's input optimally to obtain the results expected by each company. Therefore, companies do their best to make employees do their work comfortably

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and calmly, without any anxiety and tension that workers experience. So, the company's efforts to encourage employees to work better must continue. With employees who work well, it is hoped that the work results (employee performance) will be good and achieved by employees in carrying out their duties according to the responsibilities given by their superiors. Effective human resource management can be seen from the condition of human resources, such as the level of employee performance. Employee performance is generally defined as a person's success at work. Performance is the result or overall level of success of a person during a specific period in carrying out their duties. Employee performance will determine employee success.

PT. Jaya Masawan Putera Sejahtera is a company that operates in the retail sector, including department stores and supermarkets. It has seven company branches in Palembang: JM Pasaraya, JM Bandung, JM Plaju, JM Sukarami, JM Kenten, Grand JM, and JM Lemabang, which has just opened. They are based on the Decree of the Minister of Companies Number KM.78 of 2002 PT. Jaya Masawan Putera Sejahtera (PT. JMPS / JM GROUP) is one of the Company Units within the Corporate Body in the Palembang area, which was developed and pioneered by Mr. Yusup Masawan, who engaged in the trading company sector and has now developed into a company spread across Palembang. PT. Jaya Masawan Putera Sejahtera (JM GROUP) is a company operating in the retail sector. The vision and mission of this company are to become a leader in local retail and national retailers by providing a complete range of products at affordable prices, shopping convenience, and exemplary service to consumers. PT. Jaya Masawan Putera Sejahtera has implemented a sound accounting information system to make it easier for employees to carry out their work activities. The quality of the accounting information system used by the JM Group has been good. One of the performance indicators seen is the quantity of work. The work quantity data that can be used is sales target data from the 2 divisions.

Based on data obtained from the finance department of PT Jaya Masawan Putera Sejahtera, the company's performance has declined, as can be seen from the decline in annual sales in the last five years, from 2018 to 2022. Performance data from PT Jaya Masawan Putera Sejahtera indicates that the JM Pasaraya Palembang Branch experienced fluctuations in the department store division from 2018 to 2022. This fluctuation reflects a decline in employee performance, impacting the company's overall performance. Several factors contribute to this decline, including compensation, work discipline, and motivation.

The phenomenon that occurs in indicators of task implementation is disharmony, which can be seen from the way employees compete with each other to get promoted. Moreover, several employees stated that superiors and co-workers did not communicate directly with employees, so if employees wanted to convey wishes or problems they faced in carrying out their work, they needed to be conveyed. The phenomenon in the responsibility indicator is that the implementation of the tasks carried out could be better, and there is a lack of compliance with existing regulations within the company. Excellent and clear work regulations can positively influence employee satisfaction and performance. However, in reality, it does not follow the regulations set by the company.

Problems related to compensation within PT. Jaya Masawan Putra Sejahtera is that providing compensation not based on the workload is the main factor in the lack of employee discipline, causing the company's performance to decline. Some employees still have a large workload, so they need to provide adequate compensation. To improve employee performance, companies

are required to distribute craft allowances to employees to help employees increase employee morale and make employees more productive at work. At PT Jaya Problem Putera Sejahtera (JM Group) Palembang, compensation must still be more appropriate given their workload. Some employees complain about the company's attitude of providing craft allowances to employees equally. The distribution made by the company is considered inappropriate for employees who often come to work on time, receiving the same benefits as employees who are often late. There is a decrease in craft allowances, which makes employees lazy to work, so the work carried out is completed at a different time, indirectly reflecting the resulting performance, which is different from what is expected.

Based on the data, it's evident that the salaries at PT, Jaya Masawan Putra Sejahtera are still below the Palembang UMP. The staff positions, constituting 44% of the workforce, receive the lowest salary, which is below the set minimum wage. This disparity in compensation can significantly impact employee morale and motivation.

Employees are of the opinion that the current salary structure does not align with the increased workload. This disparity in compensation can lead to a decline in productivity, and in some cases, a decrease in overall performance and work responsibility.

Employee discipline is a critical factor in maintaining high performance levels at PT. Jaya Masawan Putra Sejahtera. There is an urgent need for improvement in this area, particularly in terms of time management and adherence to work schedules. PT. Jaya Masawan Putra Sejahtera has 315 employees. Each branch experienced a decline in performance in June-December 2022, especially at the JM Pasaraya Palembang branch. Based on data obtained from the HRD section of PT Jaya Masawan Putra Sejahtera, the company's performance has declined, as can be seen from the attendance data for December 2022. High levels of absenteeism, particularly at the JM Pasaraya branch, have been a cause for concern. This trend is indicative of a lack of discipline at work, leading to a decline in overall performance and impacting the company as a whole.

Another area for improvement is how to dress and not obey applicable regulations. Where it can be seen that many female employees do not use makeup according to Operational Standards (SOP), and men have messy hair even though men should have neat hair, use hair oil so that it looks neat and fresh to look at, as well as men's and women's shoes are not clean. Alternatively, if they do not put shoe polish on, many employees are still not disciplined when coming to and from work; here, it can be seen that they need to be more disciplined in their work.

Motivation is a key driver of employee performance, alongside compensation and work discipline. However, the data indicates that the compensation employees receive falls short of their expectations. The low motivation among the company's employees can be attributed to the fact that their salaries are still below the UMK standard (City minimum wage) according to circular No.04.a/SE/Disnaker/2023 concerning the Palembang UMK of Rp. 3,565,409- (two million seven hundred three hundred and sixty rupiah). This is evident in several sections where employees receive salaries below the UMP, ranging from IDR 1,000,000 to IDR 3,000,000 every month, leading to a decrease in work motivation.

Motivation plays a significant role in the overall performance of PT Jaya Masawan Putra Sejahtera (JM Group) Palembang employees. The lack of attention from leaders and appreciation for employee achievements has resulted in low employee morale. This, in turn, makes it challenging to foster teamwork among employees. Furthermore, the company

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regulations seem to hinder the process of completing employee tasks, further decreasing employee work motivation.

2. Literature Review

Various factors influence employees' high and low performance, either within or outside the individual employee. Meanwhile, according to Donni (2018), performance is the result of certain worker functions or activities in specific jobs during a certain period. The results of their work are the result of abilities, skills, and desires achieved. Employee performance is critical because it will be known how well the employee can carry out the tasks (Bintoro & Daryanto, 2017). For this reason, it is necessary to determine precise, measurable, and jointly determined criteria that serve as a reference.

All human resources, including leadership and workers, perform in an organization. Many factors can influence human resources' performance. According to Wibowo (2016), some factors come from within human resources and outside. Meanwhile, according to Kasmir (2016), factors that influence performance are Ability and expertise, knowledge, personality, leadership, organizational culture, work plans, work motivation, leadership style, job satisfaction, work environment, loyalty, commitment, and work discipline.

Compensation is one factor that influences employee performance, internal factors adversely affect employee development and have a central impact (Trihandayani, 2023). Humans work to fulfill their needs. An employee will work and demonstrate his abilities to the company, and the company will reward the employee's work performance by providing compensation. Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company, according to Hasibuan (2014). Hasibuan (2014) states that a worker receives compensation for the work he provides. According to Hasibuan (2020), factors influencing compensation include Supply and demand for labor and employee work productivity. Cost of Living, national economic conditions, type and nature of work, companies' ability and willingness, labor unions or employee organizations, government with laws and presidential decrees, employee positions, education and work experience, and national economic conditions.

Discipline is also a factor that influences employee performance. In everyday life, wherever humans are, rules and regulations are needed that will regulate and limit every activity. According to Sutrisno (2016), discipline is a person's behavior by existing rules and work procedures, or discipline is attitudes, behavior, and actions that comply with the organization's laws, both written and unwritten. Meanwhile, according to Singodimedjo, quoted by Sutrisno (2016), work discipline is a person's willingness to know and obey the regulatory norms that apply around them. Factors that influence discipline, according to Singodimedjo in Sutrisno's book (2016), are the size of compensation, the absence of exemplary leaders in the company, whether or not there is leadership supervision, whether or not there is attention to employees, whether or not there are definite rules that can be used as a guide and leadership courage in taking action.

Motivation is vital because it causes, channels, and supports human behavior, so people are willing to work and enthusiastic to achieve optimal results. Motivation is increasingly essential because managers distribute work to their subordinates so that they can do it well and achieve the desired goals. Motivation is a skill in directing employees and organizations to work successfully so that employees' desires and organizational goals are simultaneously achieved. Meanwhile, according to Hasibuan (2014), motivation is the provision of a driving force that

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creates enthusiasm for someone's work so that they want to cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction. According to Donni (2018), factors influencing motivation include family and culture, self-concept, gender, recognition and achievements, ideals/aspirations, employee concept, environmental conditions, dynamic elements in work, leadership efforts to motivate employees, and learning abilities.

Motivation is an effort that can encourage someone to take a desired action because a person's behavior tends to be goal-oriented and driven by the desire to achieve specific goals. Hasibuan (2014) stated that work motivation has a dominant influence on employee performance. Companies usually conduct training for employees to increase work motivation. The training provided by the company is used so that its employees have increased performance in carrying out their work duties because many factors support a lack of employee enthusiasm, such as training times that are too long, which may make employees bored and the training methods used are still fairly ordinary, this causes employees to be lazy in their work in taking part in the training program provided by the company (Meidita, 2019).

Research conducted by Siagian (2018) shows that compensation positively and significantly affects employee performance. Meanwhile, research by Mundakir and Zainuri (2018) shows that direct compensation does not affect employee performance. Another variable that can influence employee performance is work discipline. Sudirman et al. (2017) previously researched work discipline variables and showed that they affected employee performance. Meanwhile, Permana's research (2021) shows that work discipline does not affect employee performance. Permatasari's research results (2019) explain that work motivation significantly influences employee performance. Meanwhile, Cahya et al. (2021) research shows that motivation does not affect employee performance. Trihandayani research (2024) shows that Motivation strengthens discipline towards employee performance.

3. Research Method

The object of this research is the employees of PT Jaya Masawan (JM Group) Palembang. Employee performance is the dependent variable; the independent variables are compensation, discipline, and motivation. The employee performance indicators are quality, quantity, and implementation of tasks. The compensation indicators are incentives, salary, and benefits. The discipline indicators, which include rules for entry, rest, and return times, as well as basic rules regarding dress code, behavior, and attitude at work, play a crucial role in maintaining employee performance. These rules ensure a conducive work environment and promote a culture of respect and professionalism. Rules regarding procedures for working and interacting with other work departments also contribute to employee performance.

The motivation indicators were thoroughly examined, including power, need, and achievement. The population in this study consisted of 315 permanent employees of PT Jaya Maswan (JM Group) Palembang, and a research sample of 176 employees was carefully selected. This research used a comprehensive approach, incorporating both primary and secondary data. The primary data was meticulously collected and analyzed in the form of respondents' answers to the questionnaire. The secondary data, which included the number of PT employees, was also thoroughly reviewed. Jaya Masawan Putera Sejahtera (JM GROUP) Palembang. The statistical analysis used, Multiple Linear Regression analysis, provides practical insights that can be applied to improve employee performance at PT Jaya Masawan (JM Group) Palembang.

4. Findings and Discussions

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The following are the results of multiple regression analysis.

Table 1. Regression Result

Model		Unstandardized Coefficients		Standardized
		B	Std. Error	Beta
1	(Constant)	1.307	.924	
	kompensasi	.357	.080	.308
	disiplin kerja	.413	.060	.495
	motivasi	.159	.061	.131

a. Dependent Variable: kinerja karyawan

The following equation model was obtained based on the analysis results.

$$Y = 1.307 + 0.357X_1 + 0.413X_2 + 0.159X_3$$

The model can be explained as follows: 1) The constant value of 1.307 holds practical significance. It implies that if the compensation, work discipline, and motivation variables remain unchanged, the employee performance at PT Jaya Masawan Putera Sejahtera (JM Group) Palembang will increase by 1.307 points. 2) The regression coefficient value of the compensation variable is 0.357 (positive slope), indicating that if the compensation variable increases by 100 percent, employee performance will increase by 35.7 percent and vice versa. Assuming the variables of work discipline and motivation are constant. 3) The regression coefficient value for the work discipline variable is 0.413 (positive slope), indicating that if the work discipline variable increases by 100 percent, employee performance will increase by 41.3 percent and vice versa. Assuming the compensation and motivation variables are constant. 4) The regression coefficient value for the motivation variable is 0.159 (positive slope). This means that a 100 percent increase in the motivation variable will lead to a 15.9 percent increase in employee performance, assuming the compensation and work discipline variables remain constant.

Table 2. Model Fit Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1084.071	3	361.357	152.644	.000 ^b
Residual	407.179	172	2.367		
Total	1491.250	175			

a. Dependent Variable: kinerja karyawan

b. Predictors: (Constant), motivasi, kompensasi, disiplin kerja

The results of the simultaneous testing show that the Fcount value is 152.644, while Ftable is at a significant confidence level of 5%. df is k=3 and df2 = n-k-1 (176-3-1=172), so the Ftable value is 3.05. Therefore, Fcount 152.644 is greater than Ftable 3.05, and the table above also shows a significance value of 0.000, which is smaller than the alpha value of 0.05. It can be said that compensation, work discipline, and motivation significantly affect the performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang employees.

Table 3. t table and significant level

1	Variabels	t	Sig
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(Constant)	1.415	.159
kompensasi	4.456	.000
disiplin kerja	6.873	.000
motivasi	2.608	.010

a. Dependent Variable: kinerja karyawan

The Influence of Compensation, Work Discipline and Motivation on Employee Performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. The joint analysis or F test results reveal a positive slope in the influence of Compensation, Work Discipline, and Motivation on the Employee Performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. This suggests that employee performance can be enhanced by increasing the expected compensation, work discipline, and employee motivation. The results of this research, in line with Kasmir's theory (2016), shed light on the factors that influence employee performance. These factors include Ability and expertise, knowledge, personality, leadership, organizational culture, work plans, work motivation, leadership style, job satisfaction, environment work, loyalty, commitment, and work discipline. According to Kasmir (2016), there are job conditions, work environment, coworkers, company, and compensation. According to Ginting and Siagian (2021), The Influence of Work Discipline, Compensation, and Motivation on Employee Performance at PT Mitra Sintera in Batam City. The research results show that work discipline, compensation, and motivation influence employee performance at PT Mitra Sintera in Batam City. This research aligns with Permana's (2021) findings, which show that compensation positively and significantly affects employee performance. Meanwhile, Latif. (2018) research shows that direct compensation does not affect employee performance. Another variable that can influence employee performance is work discipline. Sudirman (2019) previously researched work discipline variables and showed that they affected employee performance. Meanwhile, Permana's study (2021) shows that work discipline does not affect employee performance. Permatasari's research results (2019) explain that work motivation significantly influences job satisfaction. Meanwhile, Cahya et al. (2021) research shows that motivation does not affect employee performance. This research gap is a critical area that needs to be addressed to ensure a comprehensive understanding of the factors influencing employee performance. Based on research findings regarding employee performance, it is clear that the quality of employee work meeting the company's standards is crucial for improving work quality. The results obtained by respondents were 31.25 percent disagreed, and 31.81 percent strongly disagreed. This underscores the importance of ensuring that employee work meets company standards, as it greatly influences employee performance. In addition to findings regarding the statement that employees can complete tasks that have become the employee's responsibility with satisfactory results, the respondent's answers were 41.48 percent, who disagreed, and 22.16 percent, who strongly disagreed. This shows that some employees still need to complete the tasks that have become the employee's responsibility with satisfactory results. Therefore, this is a concern for the leadership.

The Effect of Compensation on Employee Performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. The calculated t value of 4.456, which significantly exceeds the t table value of 1.654, coupled with a significance value of 0.000 smaller than the alpha value of 0.05, leads to the rejection of H0. This indicates a robust and positive influence of compensation on the performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang employees. The calculated t value is greater than the t table value; the significance value is smaller than the alpha value. It can be concluded that if H0 is rejected, work discipline positively and

significantly influences the performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang employees. The partial analysis results show that compensation influences the employee performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. This influence is positive, so the effectiveness of increasing employee performance can be improved by increasing compensation. Compensation has the highest contribution value, which shows that compensation is essential to employees' ability to provide the best performance. This research is in line with Latif (2018). Compensation is defined as compensation for services received by employees contributing to services to advance and develop the organization to achieve set goals. In line with research by Istifadah and Santoso (2019), compensation is a form that must be obtained as a reward for employee achievements in the organization, with the hope that this bonus will support the company in achieving its goals. Workers will tend to leave the company if the compensation is less. The results of this research are in line with the theory, according to Ardianti et al. (2018), that compensation is one of the factors that influences employee performance. Research conducted by Permana (2018) shows that compensation positively and significantly affects employee performance. Cahya et al. (2019) researched The Influence of Leadership, Organizational Behavior, Compensation, And Work Discipline on Employee Performance in the Non-Production Departments of PT Team Metal Indonesia. Applying multiple linear regression analysis techniques, they found that compensation and work discipline simultaneously influence employee performance. Based on research findings regarding employee salaries received under the workload given to employees, 35.80 percent of respondents disagreed, and 23.30 percent strongly disagreed. This shows that paying employees according to their workload can influence their performance. The findings regarding the benefits provided to employees by company regulations were 42.61 percent disagreed, and 29.55 percent strongly disagreed. This shows that employees want to receive benefits from the provisions set by the company to improve their performance.

The Influence of Work Discipline on Employee Performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. The calculated t value is 6.873, and the t table value is 1.654, while the significance value is 0.000 and the alpha value is 0.05. The calculated t value is greater than the t table value; the significance value is smaller than the alpha value. So, if H_0 is rejected, work discipline positively and significantly influences the performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang employees. The partial analysis results highlight the practical implications of work discipline on employee performance at PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. The positive and significant effect of work discipline on employee performance suggests that addressing issues such as lack of discipline in dress code and working time management can lead to a tangible increase in employee productivity, providing valuable insights for HR professionals and managers. This research aligns with Permana (2020). Work discipline is defined as a tool all superiors use to communicate with their employees so that they are willing to change attitudes to increase responsibility and comply with existing basic rules and standards. The results of this research align with Kasmir's theory (2016) and Sudirman's (2017) research, both of which highlight discipline as a critical factor influencing employee performance. This alignment with established theories and research lends credibility to our findings and provides a solid foundation for future research in this area, instilling confidence in the audience. The results align with the research by Putu et al. (2019) entitled 'The Influence of Work Discipline and Employee Performance at PT XL Axiata Singaraja Branch'. This study, similar to ours, found that work discipline positively and significantly affects employee performance, further validating our findings. Based on research findings regarding the statement that employees

always show up on time when working, 35.80 percent of respondents said they disagreed, and 20.45 percent said they strongly disagreed. This data underscores the need to improve punctuality at work, which could be addressed through effective leadership and clear communication of expectations, motivating the audience to take proactive measures. Findings regarding employees' statements about using their time as best as possible to complete work on time showed that 35.80 percent of respondents disagreed and 22.16 percent strongly disagreed. This indicates that work completed on time does not affect employee performance.

The Influence of Motivation on Employee Performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. The calculated t value is 2.608, and the t table value is 1.654, while the significance value is 0.010 and the alpha value is 0.05. The calculated t value is greater than the t table value; the significance value is smaller than the alpha value. So, H_0 is rejected; motivation positively and significantly influences the performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang employees. The partial analysis results show that motivation influences the employee performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. This influence is positive, so it can be said that increasing employee motivation can increase the effectiveness of improving employee performance at PT Jaya Masawan Putera Sejahtera (JM Group) Palembang. This research aligns with Derman's (2017) definition of motivation as a factor that drives action or the desire to do something, which can be expressed in various ways as a step to achieve and make someone behave in a certain way. This research results align with Kasmir's theory (2016), which states that motivation is one factor that influences employee performance. From the research results of Permatasari (2019), it is clear that work motivation significantly influences job satisfaction. This research is in line with Wibowo (2016) definition of Motivation as a factor that encourages action or the desire to do something, which can be expressed in various ways as a step to achieve and make someone behave in a certain way. The results of this research align with the study conducted by Latif (2018) entitled The Effect of Motivation and Discipline on Employee Performance at the Ministry of Transportation's Directorate of Ports. Applying analytical techniques in multiple linear regression analysis produces motivation data that positively and significantly affect employee performance. Based on research findings regarding receiving recognition and appreciation from co-workers when they successfully do their work well, the respondents answers were 42.32 percent who disagreed and 19.89 percent who strongly disagreed. This shows that co-workers' recognition and appreciation for work success can influence employee performance. Findings regarding the statement that problems occurring in the company did not affect employees' personal affairs resulted in respondents' answers being 41.48 percent disagreeing and 19.89 percent strongly disagreeing. This shows that problems in the company that affect personal affairs can affect employee performance.

5. Conclusion

Based on the discussion in the previous chapter, the research results can be drawn to the following conclusions: Compensation, work discipline, and motivation influence the performance of PT Jaya Masawan Putera Sejahtera (JM Group) Palembang employees together. Based on the conclusions above, it can be recommended to the leadership of PT. Jaya Masawan Putera Sejahtera (JM Group) Palembang includes: 1. Leaders play a crucial role in guiding employees to create quality work that meets the company's standards. This responsibility empowers leaders to shape the performance of their teams. 2. Companies need to pay attention to employee compensation. This includes providing fair salaries, incentives, and benefits, as these factors will affect whether the employee's performance is high or low.

Employees will feel happy and can improve their performance by providing appropriate compensation. 3. Companies must pay attention to work discipline among employees. Giving sanctions to employees whose work discipline is low will deter employees because good work discipline can improve performance. 4. Companies can foster a positive work environment by recognizing and rewarding employees who perform well. This not only motivates others to excel but also enhances relationships among team members and between superiors and subordinates. By promoting peaceful conflict resolution, companies can ensure a harmonious work environment that encourages employees to work harder and improve performance.

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