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Effect of Compensation and Discipline on Employee Performance: A Case Study Indonesia

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Abstract: This research aims to determine whether the influence of compensation and discipline variable on the employees of regional public bodies is further compared to the results of previous research by fellow local public bodies but in the health, education, and corporate sectors. Design/methodology/approach: This research uses quantitative methods with data collection techniques to disseminate questionnaires. This study's sample was 80 employees of public agency companies owned by the region used the Purposive Sampling sample method. The data analysis technique used is multiple linear regression using statistical programs. Findings: This research concluded that compensation and discipline of work impact the performance of employees of publicly owned companies owned by the region but not in the health sector but line with the company. Meanwhile, simultaneous test results were obtained that compensation and discipline of working together affect the performance of employees of publicly owned companies owned by the region. The variable whose influence is most dominant is the discipline of work. Practical Implications: The results of this study give the implication that compensation and discipline factors need to be considered to improve employee performance to be better for the realization of the company's objectives. Originality: Previous research has tested the impact of compensation and discipline on employee performance, previous research looking at the relationship or relationship between compensation and discipline affects the employee performance in Indonesian Stock Exchange manufacturing companies, although in the health sector that concluded the results differed that the discipline of work did not affect employee performance, but overall the results concluded that compensation and discipline of work affect the performance of the company's employees. Researchers replaced the research object at the company's Regional Public Agency.

Keywords: compensation, discipline, employee performance.

薪酬和纪律对员工绩效的影响：印度尼西亚案例研究

摘要：本研究旨在确定薪酬和纪律变量对区域公共机构雇员的影响是否与其他地方公共机构之前的研究结果进行了进一步比较，但在卫生、教育和企业部门。设计/方法/途径：本研究使用定量方法和数据收集技术来分发问卷。本研究的样本是该地区拥有的公共机构公司的80名员工，使用目的抽样方法。所使用的数据分析技术是使用统计程序的多元线性回归。结果：本研究得出的结论是，薪酬和工作纪律会影响该地区拥有的公有公司员工的绩效，但不影响卫生部门，但与公司一致。同时，同时获得了薪酬和工作纪律的测试结果影响该地区拥有的公有公司员工的绩效。影响最大的变量是工作纪律。实际意义：本研究的结果表明，需要考虑薪酬和纪律因素以提高员工绩效，从而更好地实现公司目标。原创性：之前的研究已

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经测试了薪酬和纪律对员工绩效的影响，之前的研究着眼于薪酬和纪律之间的关系或关系会影响印度尼西亚证券交易所制造公司的员工绩效，尽管在卫生部门得出的结论不同工作纪律不影响员工绩效，但总体结果得出结论，薪酬和工作纪律会影响公司员工的绩效。研究人员更换了该公司地区公共机构的研究对象。

关键词：薪酬、纪律、员工绩效。

1. Introduction

Human resources are the resources with a sense of feeling, skill, desire, encouragement, knowledge, power, and work. All potential human resources impact the organization's efforts in achieving goals. Regardless of technological advances, the development of information, capital, and adequate materials are difficult for the organization to achieve its objectives without human resources. Human beings are the main investment in every organization; therefore, they must be managed accordingly [1], [2], [3], [4], [5], [6].

Compensation is a major reason for employees to work and motivate them. Staff do not only dedicate themselves to the organisation, but also to dedicate their skills, knowledge, energy, time, and commitment, but there is another goal that it wants to achieve, namely to expect rewards or performance rewards and productivity of the work that is earned [7], [8], [9], [10]. When compensation is not following employees' expectations, then what happens is a subtle rejection until the rejection is loudly through demonstrations.

Work discipline can be seen as something of great benefit to the company and employees [11]. Discipline is essential for organizational growth, primarily to educate employees to comply with and enjoy existing regulations, procedures, and policies, to produce a good performance. Good discipline reflects a person's great sense of responsibility for their tasks. That encourages the passion of work, the spirit of work, and the realization of the company's objectives [12], [13], [14]. Therefore, every manager always strives for his subordinates to have good discipline. Disciplined and orderly employees comply with all the company standards and rules to enhance productivity.

All human resources are used to perform in an organization, both managers and employees. The work environment provides comfort to encourage employee performance to realize its goals. Performance is a way of ensuring that individual workers or crews know their expectations and continue to focus on effective performance, with attention paid to objectives, dimensions, and evaluations [15], [16], [17].

2. Literature Review and Hypothesis Development

2.1. Compensation

Compensation means all revenues in money, indirect or direct goods that employees receive in exchange for the company's services. Compensation is the cost of the company. The company expects that the compensation paid is in exchange for greater employment achievement from employees.

Compensation is something employees receive instead of their service contributions to the organization. They distinguish compensation from wages that are fair and worthy of being given to workers for their services in achieving the company's goals [18], [19], [20], [21], [22], [23].

2.2. Discipline

Good discipline reflects a person's great sense of responsibility for the duties given to him [12], [13], [14]. It is difficult for the company to achieve optimal results without good employee discipline. Discipline is the sixth operative function of Human Resource Management [24], [25], [26]. Discipline is the main operational function of managing human resources, as the better the employee discipline and the better the job performance. It is difficult for the company to achieve optimum results without good employee discipline [27], [28], [29], [30], [31], [32].

Discipline means an individual's conscience and willingness to comply with all applicable company regulations. Conscience is a person who is aware of a person's obligations and responsibilities who voluntarily obey all rules. Willingness is a person's attitude, conduct, and actions, whether written or not, following company law [33], [34], [35], [36], [37], [38].

2.3. Performance

All human resources, managers as well as employees perform in an organization. Many factors affect the performance of human resources. Certain factors come from both within and outside the human resources. Each employee is capable of referring to knowledge, skills, skills, motivation, and job satisfaction. Workers also have characteristics,

attitudes, and conduct that can affect their work. [39], [40], [41], [42], [43], [44].

Performance is the execution of the plan prepared. Performance is implemented by staff who have skills, skills, motivations, and interests. How organizations value and treat their staff will affect their attitudes and conduct [45], [46], [47], [48], [49], [50].

2.3.1. The Relationship between Compensation to Employee Performance

The company can provide compensation as expected; then, the compensation will help the company achieve its goals and take good care of employees [51], [52], [53], [54], [55], [56]. Conversely, when compensation is not following employees' expectations, then what happens is a subtle rejection until a violent rejection through demonstrations because compensation is one of the main reasons and motivations why employees work [57], [58], [59], [60], [61], [62]. Employees work to dedicate or devote themselves to the organization. Still, there is another goal that he wants to achieve, namely to expect rewards or performance rewards and productivity of the work he earns. Compensation is a reward or reward given by the organization to the workforce because the workforce has contributed energy and thought for the organization's progress to achieve the goals that have been set [63], [64], [65], [66], [67], [68].

2.3.2. The Relationship between Work Discipline and Employee Performance

Discipline is the willing and willing attitude of a person to follow and respect the rules that apply in their environment. Work discipline can be seen as something of great benefit, both for the company's benefit and employees [69], [70], [71], [72], [73], [74]. Discipline is essential for organizational growth, used primarily to educate employees to comply with and enjoy existing regulations, procedures, and policies, to produce a good performance. Therefore, every manager always strives for his subordinates to have good discipline [38], [75], [76], [77], [78], [79], [80].

2.4. Conceptual Framework

The Conceptual Framework theoretically explains the linkages between the variables studied, so the theoretical explanation must be given to the relation between dependent and independent variables. Determination of compensation and proper work discipline can affect the employee performance of publicly owned companies owned by the region. In an organization, compensation and discipline of work are certainly necessary to improve employee performance. The relationship between dependent and independent variables in this study of the influence of compensation and work discipline on the performance of employees of regional public bodies can be seen conceptually in the following figure:

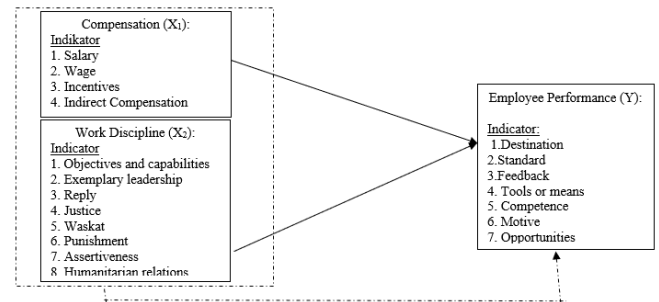


Fig. 1 Conceptual framework [81], [82], [83]

2.5. Hypothesis

Hypothesis constitutes a transient response to research problems in which research problems are formulated in question phrases. While responses are based only on relevant theories, it is stated that it was not based on empirical data collected.

Based on the conceptual framework above can be formulated hypothesis of this research as follows:

H1: It is alleged that compensation (X₁) partially affects employee performance (Y)

H2: It is alleged that work discipline (X₂) partially affects employee performance (Y)

H3: It is alleged that compensation (X₁) and work discipline variables (X₂) simultaneously affect employee performance (Y)

3. Research Methods

3.1. Types and Approaches to Research

This research uses quantitative research method because the data will be taken in the form of numbers and processed using statistics [84], [85], [86], [87], [88], [89], [90], [91], [92], [93], [94], [95], [96], [97], [98], [99], [100], [101], [102], [103], [92], [104]. Quantitative methods could be considered methods of research based on a positivist philosophy, data collection using research tools, quantitative data analysis to test established hypotheses for research in a specific population or sample.

3.2. Variable Operational Definitions

3.2.1. Independent Variables (Y)

A variable that freely affects or causes modifications or the start of dependent variables is a variable. Bound variables are variables that, due to the presence of free variables, are influenced or result.

a) Employee Performance (Y)

Performance is the execution of the plan prepared. Performance is implemented by staff who have skills, skills, motivations, and interests. How organizations value and treat their staff will affect their attitudes and conduct [105], [106], [107], [108], [109].

3.2.2 Dependent Variables (X)

Bound variables are variables that, due to the presence of free variables, are influenced or result.

a. Compensation (X₁)

Compensation means all revenues in money, indirect or direct goods that employees receive in exchange for the company's services [110], [111], [112], [113], [114], [115].

b. Work Discipline (X₂)

Discipline is Human Resource Management's sixth operational function. Discipline is a human resources management operational function. Most importantly, because the better employees' discipline, the better they can achieve their work. The company's organization cannot achieve optimal results without good employee discipline [116], [117], [118], [119], [120], [121].

3.3. Research Variable Indicators

Table 1 Research variable indicators

Variable	Indicators	Measurement Scale
Compensation	1. Salary 2. Wage 3. Incentives 4. Indirect Compensation	Likert
Discipline [81], [82], [83]	1. Objectives and capabilities 2. Exemplary leadership 3. Reply 4. Justice 5. Waskat 6. Punishment 7. Assertiveness 8. Humanitarian relations	Likert
Performance	1. Destination 2. Standard 3. Feedback 4. Tools or means 5. Competence 6. Motive 7. Opportunities	Likert

3.4. Sample Population and Sampling Techniques

The population in this study is employees of locally owned public agency companies numbering 100 people. The size of the samples in this study used the Slovin formula, as follows:

$$\text{Slovin formula: } n = \frac{N}{1 + Ne^2}$$

$$\text{so } n = \frac{N}{1 + Ne^2} = \frac{100}{1 + 100(0.05)^2} = \frac{100}{1 + 0.25} = \frac{100}{1.25} = n = 80$$

Based on the calculation of the formula Slovin, the number of samples used in this study is as many as 80 employees of public bodies owned by the region.

4. Research and Discussion Results

4.1. Research Results

Respondents in this research as many as 80 people, namely selecting samples from all operational employees. The number of samples obtained is based on the Slovin formula. Population data is obtained from employees of regional public agency companies numbered 1 to 80 people. This study's descriptive analysis will describe respondent characteristics based

on age, gender, length of work, and education—disclosure of descriptive analysis of respondents in the form of percentage data.

4.1.1. Age

The following table shows the characteristics of age-based respondents:

Table 2 Respondent characteristics based on age

No.	Age	Amount	Percentage (%)
1	17-25	26	32.7 %
2	26-45	36	45.5%
3	46-65	18	22.8%
Total		80	100%

The table above shows that respondents aged 17-25 years as many as 26 people or 32.7% of respondents, then respondents with ages 26-45 years, namely as many as 36 people or 45.5% of respondents and respondents aged 46-65 as many as 18 people or 22.8% of respondents. It identifies that the majority of workers in publicly owned corporate entities.

4.1.2. Gender

The following table shows the characteristics of gender-based respondents:

Table 3 Respondent characteristics based on gender

No.	Gender	Amount	Percentage (%)
1	Male	56	70%
2	Female	24	30%
Total		80	100%

The table above shows that most respondents are male, namely 56 people or 70% of respondents and female respondents as many as 24 people or 30%.

4.1.3. Working Period

The following table shows the characteristics of respondents based on their working period:

Table 4 Characteristics of respondents based on working period

No.	Working period	Amount	Percentage (%)
1	1-5 Year	63	78.9%
2	6-10 Year	17	21.4%
Total		80	100%

The table above shows the length of work of respondents in regional public agency companies, most of which have worked for 1-5 years as many as 63 people or 78.9% of respondents and who have long worked for 6-10 years as many as 17 people or 21.4% of people.

4.1.4. Education

The following table shows the characteristics of respondents based on their education:

Table 5 Respondent characteristics based on education

No.	Education	Amount	Percentage (%)
1	SD-SMP	30	37.6%
2	SMK/SMU	50	62.7%

Total	80	100%
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The table above shows that of the 80 respondents, most educated SMK / equivalent, namely as many as 50 people or 62.7% of respondents and educated elementary-junior high school as many as 30 people or 37.6%.

4.2. Description of Research Variables by Respondent Characteristics

The following table shows the description of research variables by respondent characteristics:

Table 6 Description of variable compensation (X1)

Questions	Respondent's Answer Level										Amount
	1	%	2	%	3	%	4	%	5	%	
My performance as an employee rewarded the company with a salary.	-	-	-	-	-	-	33	41,3%	47	58,8%	100%
The overtime wage I receive is in accordance with the overtime I do	-	-	-	-	-	-	42	52,5%	38	47,5%	100%
The bonus (premium) that I received is in accordance with my performance exceeding the standard/target that the company has determined.	-	-	-	-	9	11,3%	51	63,7%	20	25%	100%
The health facilities I received from the company were good.	-	-	9	11,3%	19	23,8%	41	51,2%	11	13,8%	100%
Work safety guarantee that I receive in accordance with the risks of my work	5	6,3%	9	11,3%	14	17,5%	41	51,2%	11	13,8%	100%

The data that has been processed in the table above can be obtained results that most respondents are satisfied with the compensation given by publicly

owned companies owned by the region. Researchers get the most dominating statement or strongly agreed on the salary indicator of 58.8%.

Table 7 Description of work discipline variables (X2)

Questions	Respondent's Answer Level										Amount
	1	%	2	%	3	%	4	%	5	%	
Employees must have high discipline to improve their performance.	-	-	-	-	-	-	36	45%	44	55%	100%
Leaders provide examples of good work discipline to employees.	-	-	-	-	-	-	34	42,5%	46	57,5%	100%
Employees who are able to carry out tasks exceeding the standard /target will be given a bonus.	-	-	-	-	1	1,3%	28	35%	51	63,7%	100%
Leaders want to help solve the job problems of each employee if needed.	-	-	-	-	2	2,5%	39	48,8%	39	48,8%	100%
Leaders direct/guide underperforming employees	-	-	1	1,3%	6	7,5%	36	45%	37	46,3%	100%
I am willing to accept punishment if I violate company rules.	-	-	-	-	10	12,5%	47	58,8%	23	28,7%	100%
The chairman reprimands any employee who violates the rules.	-	-	3	3,8%	7	8,8%	50	62,5%	20	25%	100%
The leadership has a good relationship with its employees.	-	-	5	6,3%	5	6,3%	35	43,8%	35	43,8%	100%

The data that has been processed in the table above can be obtained the results that the majority of respondents are satisfied with the discipline of work in publicly owned companies owned by the region.

Researchers obtained the most dominating statement of strongly agreed statements in the good indicator of the leadership of 57.5%.

Table 8 Employee performance variable description (Y)

Questions	Respondent's Answer Level										Amount
	1	%	2	%	3	%	4	%	5	%	
I always get the job done according to the company's goals.	-	-	-	-	-	-	49	61,3	31	38,8	100%
I work according to the standard set by the company.	-	-	-	-	1	1,3	48	60	31	38,8	100%

Questions	Respondent's Answer Level										Amount
	1	%	2	%	3	%	4	%	5	%	
I always report the results of work to the leadership to make performance improvements.	-	-	1	1.3	6	7.5	53	66.3	20	25	100%
In my work is helped by the existence of tools or facilities provided by the company.	-	-	3	3.8	5	6.3	50	62.5	22	27.5	100%
The skills I have are very helpful in getting the job done.	-	-	-	-	-	-	54	67.5	26	32.5	100%
The reason I do the work according to the company's standards is because of the bonus (premium)	-	-	6	7.5	12	15	43	53.8	19	23.8	100%
I am able to display accurate work results	-	-	1	1.3	3	3.8	48	60	28	35	100%

The data that has been processed in the table above can be obtained results that most respondents are satisfied with its performance in publicly owned companies owned by the region. Researchers obtained the most dominating statement of strongly agreed statements in goal and standard indicators of 38.8%.

4.3. Descriptive Statistics

Table 9 presents three research variables (Compensation, Discipline, and Employee Performance) with 80 samples. With the lowest value and the highest value in the study. The lowest value. In the table can also be seen the standard deviation of values from the data of each variable.

Table 9 Descriptive statistical test results

	N	Minimum	Maximum	Mean	Std. Deviation
Compensation	80	14	25	20.42	2.560
Work Discipline	80	26	40	35.08	3.314
Employee Performance	80	21	35	29.60	2.954
Valid N (listwise)	80				

4.4. Multiple Linear Regression Analysis

From Table 10, multiple linear regression equations can be created as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2$$

$$Y = 13,554 + 0,231 X_1 + 0,323 X_2$$

a. Constants of 13,554 can be interpreted if the compensation variable (X1), work discipline (X2) is zero. The employee performance value is 13,554, assuming other variables that can affect the performance of employees are considered fixed.

b. The value of the regression coefficient of compensation variables, if compensation increases by 1 unit, then the performance of employees will increase by 0.231, assuming a fixed value.

c. The coefficient of regression of work discipline variables, If the discipline of work increases by 1 unit, then the performance of employees will increase by 0.323, assuming a fixed value.

Table 10 Test results for multiple linear regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.554	3.521		3.849	.000**
	TOTAL_X1	.231	.122	.200	1.893	.062
	TOTAL_X2	.323	.094	.362	3.431	.001**

a. Dependent Variable: TOTAL_Y

4.5. Hypothesis Testing

4.5.1. t-Test (Partial Test)

In this study the test's rule is: If $t_{count} > t_{table}$ then significant, known number of n is 80 people and k (variable) is 2, then the amount (df= n-k-1) is 80-2-1 = 77 with a significance level of $\alpha = 0.01$ or $\alpha = 0.05$.

Based on the calculation obtained t_{count} of 1,893 greater than t_{table} of 1,664. And obtained the value t significance = 0.62 greater than $\alpha = 0.05$. Because t_{count} (1,893) $> t_{table}$ (1,664) the compensation variable (X1) affects employee performance (Y). These results prove that H0 was rejected and H1 was accepted. Therefore, it can be concluded that compensation effects are not

significant to the performance of employees of regional publicly owned companies [122], [123], [124].

Table 11 Test result t (Partial test)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.554	3.521		3.849	.000
TOTAL_X1	.231	.122	.200	1.893	.062
1 TOTAL_X2	.323	.094	.362	3.431	.001

a. Dependent Variable: TOTAL_Y

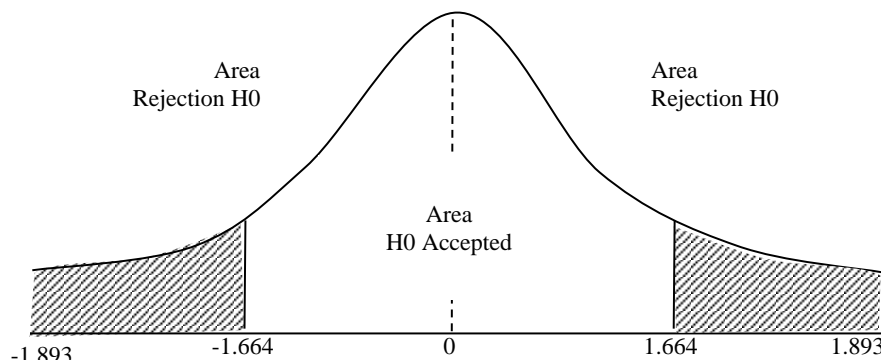


Fig. 2 Regional curve of acceptance and rejection of H0 test-t compensation [93]

4.5.2. The Effect of Compensation on Employee Performance

H0: $\beta_1 = 0$; this means there is no significant impact between compensation variables on partial employee performance variables.

H1: $\beta_1 \neq 0$; this means there is a significant influence between compensation and partial employee performance variables.

The results were obtained from comparing sig values with significance $\alpha = 0.01$ or $\alpha = 0.05$. So it can be concluded that H1 is received and H0 is rejected, meaning that the regression coefficient on the compensation variable partially affects the performance of employees of regionally owned public bodies.

In this study the test's rule is: If $t_{count} > t_{table}$ then significant, known number of n is 80 people and k (variable) is 2, then the amount (df= n-k-1) is 80-2-1 = 77 with a significance level of $\alpha = 0.01$ or $\alpha = 0.05$. Based on the calculation obtained t_{count} of 3,431 greater than the t_{table} of 1,664. And the value t significance = 0.001 is less than $\alpha=0.05$. Because $t_{count} (3,431) > t_{table} (1,664)$ so that the variable discipline of work (X2) has a significant effect on employee performance (Y). These results prove that H0 was rejected and H1 was accepted. Therefore, the result of the work can be concluded as significant on the performance of employees of publicly owned companies owned by the region [125], [126].

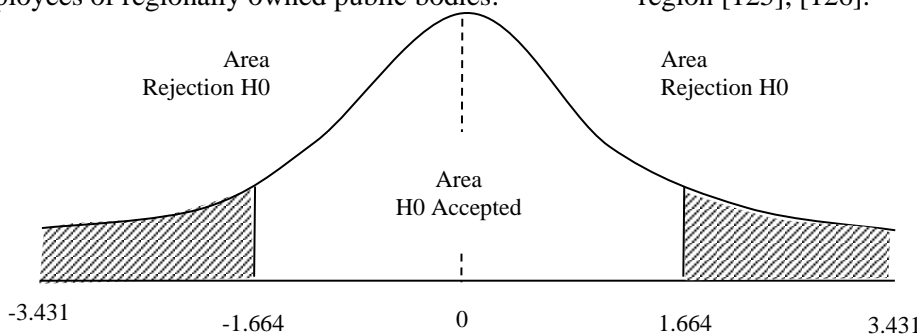


Fig. 3 Regional curve of acceptance and rejection H0 test-t work discipline [93]

4.5.3. The Effect of Work Discipline on Employee Performance

H0: $\beta_1 = 0$; this means there is no significant impact between work discipline variables on partial employee performance variables.

H1: $\beta_1 \neq 0$; this means there is a significant impact between work discipline variables on partial employee performance variables.

Results obtained from the comparison of sig values with the level of significance $\alpha = 0.01$ or $\alpha = 0.05$, so it can be concluded that H1 is accepted and H0 is rejected, meaning that the regression coefficient on

work discipline variables partially affects the performance of employees of regional publicly owned companies [127], [128].

4.6. F-Test (Simultaneous Test)

Based on Table 12, the value of the F_{count} is 10.463, and the Sig value in the table is 0.000. The value of F_{count} we compare with F_{table} , how to calculate $F_{table} = F(k:n-k) F(2:78) = 3.11$, and the level of significance $\alpha = 0.01$ or $\alpha = 0.00$. It appears that the value of the F_{count} is greater than F_{table} , then H_0 is rejected, and H_1 is accepted; this means that compensation and discipline of work jointly affect the performance of employees of regional public bodies.

Table 12 Test result F (Simultaneous test)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	147.276	2	73.638	10.463	.000 ^b
	Residual	541.924	77	7.038		
	Total	689.200	79			

a. Dependent Variable: TOTAL_Y
 b. Predictors: (Constant), TOTAL_X2, TOTAL_X1

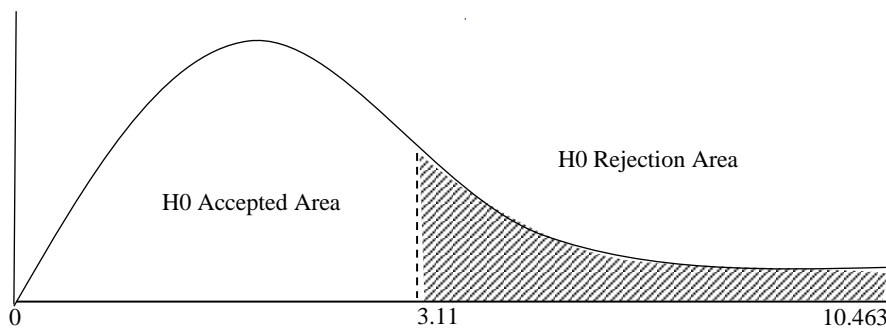


Fig. 4 H_0 Test-F acceptance and rejection regional curve [93]

$H_0: \beta_{1,2} = 0$; This means there is no effect between compensation and discipline on employee performance.

$H_1: \beta_{1,2} \neq 0$; This Means there is an influence between compensation and discipline on employee performance.

Conclusions can be obtained from comparing sig values with a significant $\alpha = 0.01$ or $\alpha = 0.00$. It can then be concluded that H_1 is accepted and H_0 is rejected. That means that both independent variables, compensation (X1) and Work Discipline (X2), simultaneously affect employee performance-dependent variables (Y). The analysis results showed that Compensation and Discipline of Work adversely affect the Performance of Employees of publicly owned companies owned by the region [129], [130].

4.6.1. Analysis of Coefficients of Determination (R^2)

The determination coefficient is from zero (0) to one (1). A small R^2 value means that independent variables are very limited in the capacity to explain dependent variables. An approaching value (1) means that independent variables provide virtually all necessary information to predict dependent variables. The R Square value obtained is 0,214 or 21,4%. The figure means that Employee Performance is affected by compensation and discipline of 21,4%. At the same

time, 78,6% was influenced by other factors studied in this study. The results of this study were smaller than the simultaneous value in a private company [131]; a combination of work discipline and compensation that R Square could reach 34.4% and the remaining 65.6% influenced other variables that were not tested in their study. Let's look at the small value of r square. The result is very contrary to the results of the study Apalia [132], which dividing the disciplinary variables into 4 categories of derivative disciplines into discipline management has R square 74.2% affect the performance of employees.

Table 13 Test results analysis of coefficients of determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462 ^a	.214	.193	2.653

a. Predictors: (Constant), X2, X1

4.7. Discussion

This research was conducted to discuss the influence of compensation and discipline of work that affects employee performance of publicly owned companies owned by the.

4.7.1. The Effect of Compensation on Employee Performance

In this study, t-test has a test rule: If $t_{\text{count}} > t_{\text{table}}$ then significant, known number of n is 80 people and k (variable) is 2, then the amount ($df = n - k - 1$) is $80 - 2 - 1 = 77$ with the level of significance $\alpha = 0.01$ or $\alpha = 0.05$. Based on the calculation obtained, the t-count of 1,893 greater than 1,664. And obtained the value $t_{\text{significance}} = 0.62$ greater than $\alpha = 0.05$. Because $t_{\text{count}} (1,893) > t_{\text{table}} (1,664)$ the compensation variable (X1) affects employee performance (Y). These results prove that H_0 was rejected and H_1 was accepted. Therefore, it can be concluded that compensation has a positive effect on the performance of publicly owned companies owned by the region, which means that the better the compensation provided, the better the employee performance will be increased.

For employees, compensation is one of the main reasons and motivations why they work. Employees work not only to dedicate or devote themselves to the organization but there is another goal that he wants to achieve, namely to expect rewards or rewards for the performance and productivity of the work he earns in line with Iptian research [131] by taking samples other than public service institutions that are in private companies in Bengkulu with more male presentations that are 87.5% than women, estimated because men are the main breadwinner figures for their families, so however much compensation greatly affects employee performance, especially for la workers ki-men.

It follows the comparative theory that explains that the rewards or rewards given by the organization to the workforce have contributed energy and thought for the progress of the organization to achieve the goals that have been set.

4.7.2. The Effect of Work Discipline on Employee Performance

In this study, t-test has a test rule: If $t_{\text{count}} > t_{\text{table}}$ then significant, known number of n is 80 people and k (variable) is 2, then the amount ($df = n - k - 1$) is $80 - 2 - 1 = 77$ with the level of significance $\alpha = 0.01$ or $\alpha = 0.05$. Based on the calculation obtained t_{count} of 3,431 greater than the t_{table} of 1,664. And the value $t_{\text{significance}} = 0.001$ is less than $\alpha = 0.05$. Because $t_{\text{count}} (3,431) > t_{\text{table}} (1,664)$ so that the variable discipline of work (X2) has a significant effect on employee performance (Y). These results prove that H_0 was rejected and H_1 was accepted. Therefore, it can be concluded that working discipline impacts greatly on the performances of employees of public companies in the area, thus enhancing employee performance by increasing discipline of work. However, when compared with the results of Kelibulin research [133] with observation objects in other official institutions, namely the health office that concluded different results that the discipline of work does not affect employee

performance, there is one uniqueness when comparing fellow government institutions with different results, after delving deeper into the research of Kelibulin [133] the cause of work discipline did not affect performance when the data response n was taken in a situation and disciplinary conditions against time are not good.

That is following the theory of discipline that explains that the willingness and a person's willingness to comply with the standards of their rules.

4.7.3. The Effect of Compensation and Discipline on Employee Performance

The study results showed the value of F_{count} of 10,463 and the value of Sig in the table of 0.000, and the level of significance $\alpha = 0.01$ or $\alpha = 0.00$. It appears that the value of F_{count} is greater than F_{table} , then H_0 is rejected, and H_1 is accepted, it states that compensation and discipline of work together (simultaneously) affect the performance of employees of publicly owned companies owned by the region, it can be interpreted if the compensation provided by the company is getting better. The discipline of work is increasing, and then the employee performance will be improved.

5. Conclusion

Based on t-test results on compensation variables partially affecting the performance of employees of regional public bodies, t-test results on work discipline variables partially affect the performance of employees of regional public bodies, f-test results can be concluded that both independent variables, namely compensation (X1) and work discipline (X2) together (simultaneously) have a significant effect on employee performance variables (Y). However, when compared with the results of Kelibulin research [133] with observation objects in other official institutions, namely the health office that concluded different results that the discipline of work does not affect employee performance, there is one uniqueness when comparing fellow government institutions with different results, after delving deeper into the research of Kelibulin [133] the cause of work discipline has no effect on performance when the data response n was taken in a situation and disciplinary conditions against time are not good.

Meanwhile, based on the test results of the coefficient of determination of R Square value obtained is 0.214 or 21.4%. The figure means that Employee Performance is affected by compensation and discipline of 21.4%. Apalia research [132] results that dividing discipline variables into 4 categories of derivative disciplines into discipline management has R square 74.2% affect employee performance. If discipline is combined with compensation, it can have a minimum influence of more than R Square 50%.

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Author Contributions

All the authors contributed to the paper. The conceptualization, Rusdiyanto; methodology, Indra Prasetyo, TrisaIndrawati, and Nabilah Aliyyah; validation, Heru Tjaraka and Nawang Kalbuana; writing — original draft preparation, Arif Syafi'ur Rochman; writing — review and editing, Nawang Kalbuana; supervision, Rusdiyanto and Indra Prasetyo; funding acquisition, Rusdiyanto and Indra Prasetyo.

Data Availability Statement

This published article includes all data analyzed or generated during the study.

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Informed Consent

Informed consent was obtained from all individual participants included in the study.

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