

The Influence of Compensation, Work Culture and Work Discipline on Employee Performance of Steel Companies

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ABSTRAK

Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh Kompensasi, Budaya Kerja, Dan Disiplin Kerja Terhadap Kinerja perusahaan baja di Gresik. Populasi atau subjek dalam penelitian ini yaitu seluruh Karyawan perusahaan baja di Gresik. Sampel yang digunakan 80 responden dengan teknik random sampling. Instrument yang digunakan berbentuk kuisisioner diukur dengan menggunakan skala likert. Uji Hipotesis dengan dianalisis menggunakan regresi liner berganda serta kooefisien determinan atau uji R. Hasil penelitian menunjukkan bahwa hasil uji intrumen semua variabel valid dan reliabel. Demikian juga semua data telah memenuhi asumsi klasik, Hasil akhir menunjukkan bahwa terdapat pengaruh positif dan signifikan antara kopensasi, budaya kerja dan disiplin kerja terhadap kinerja karyawan. Berdasarkan uji parsial (uji t) menunjukkan bahwa variabel kompensasi berpengaruh terhadap kinerja karyawan, varibel budaya kerja menunjukkan bahwa terdapat pengaruh yang terhadap kinerja karyawan dan varibel Disiplin kerja menunjukkan bahwa terdapat pengaruh terhadap kinerja karyawan. Berdasarkan uji simultan menunjukkan pengaruh variabel kompensasi, budaya kerja, dan disiplin kerja secara simultan berdampak terhadap kinerja karyawan.

Kata Kunci: Kompensasi, Budaya Kerja, Kompensasi, Kinerja Karyawan

ABSTRACT

This research aims to test and analyze the influence of compensation, work culture and work discipline on employee performance of steel companies In Gresik. The population or subjects in this study are all employees of the company in Gresik. The sample used was 80 respondents using random sampling technique. The instrument used in the form of a question naire was measured using a Likert scale. Hypothesis Test which is analyzed using multiple linear regression and the Determinant Coefficientor R test. The research results show that the instrument test results for all variables are valid and reliable. Likewise, all data fulfills classical assumptions. The final results show that there is a positive and significant influence between compensation, work culture and work discipline on employee performance. Based on the partial test (test) shows that the compensation variable has an effect on employee performance. The work culture variable has an effect on employee performance. The work discipline variable has an effect on employee performance. Based on the simultaneous test of compensation, work culture and work discipline, there is a joint influence on employee performance

Keywords: Compensation, Work Culture, Work Discipline, Employee Performance

INTRODUCTION

In the era of globalization, which continues to evolve every year and change all aspects of human life, the trade and industry sectors are also expanding. To keep pace with the rapid flow of globalization, companies must improve their employees' performance so they can effectively carry out all assigned tasks and responsibilities. One of the factors influencing an organization's success is employee performance. Human resources are crucial to achieving this goal. People are responsible for executing the activities and operational policies of an organization, company, or institution. Additionally, improving organizational performance requires not only strong human resources but also a robust organizational culture.

A phenomenon observed in the workplace, including in companies, is the challenge of maintaining both the quality and quantity of workers. Moreover, employee performance is closely linked to the work environment, work culture, compensation, and the discipline rules within the company. Issues such as non-compliance with company rules, inappropriate compensation, and poor discipline can lead to decreased employee motivation and performance. For instance, a lack of discipline often results in laziness and reduced productivity, further impacting performance. One company that focuses on employee performance is steel companies In Gresik, which plays a significant role in enhancing both the quantity and quality of its human resources and products. Thus, analyzing the impact of compensation, work culture, and work discipline on employee performance at this company will provide deeper insights into the factors affecting employee performance.

Steel companies In Gresik, being a large company, is not exempt from issues related to employee performance and achieving optimal output. Low performance levels can be attributed to

compensation, work culture, and discipline three factors that affect employees' ability to complete tasks on time. Compensation is a sensitive issue, especially as needs increase and compensation provided is deemed insufficient. Employees seek fair compensation as it makes them feel valued for their contributions. Steel companies In Gresik provides compensation in the form of salaries, benefits, and facilities, including health and life insurance, each serving a specific role. However, interviews at steel companies, revealed that some employees believe their salaries are adequate for their job tasks and current needs.

Regarding the importance of work culture on employee performance, steel companies should pay attention to organizational culture as it is a key factor affecting employee performance. At steel companies, issues with work culture include high trust among colleagues, leading to frequent tardiness or absenteeism. Employees sometimes rely on colleagues to mark their attendance if they are late, which may result in missed or late attendance records. Additionally, if one colleague does not show up, others might follow suit, leading to poor performance.

Discipline at steel companies is notably low, as indicated by several issues: 1. Many employees are absent from work for various reasons, 2. Many employees loiter outside working hours, and 3. There is a high level of tardiness (source: HRD steel companies interviews). The average level of tardiness among employees at steel companies is 20 times per month, based on daily tardiness records compiled monthly. Additionally, 36 employees take leave for various reasons, and 58 employees are absent due to illness each year. Furthermore, some employees have unauthorized absences, indicating a shift in the number of late or absent employees for various reasons each month. Consequently, employee discipline at steel companies remains inadequate.

Discipline in the workplace encompasses not only adherence to organizational rules but also the responsibility given to employees. Employees are expected to be more productive and disciplined in their behavior. If most employees adhere to established rules, discipline can be enforced. One of the key characteristics of an organization is order, and discipline is a means to maintain that order. Discipline is necessary for achieving organizational goals by maximizing efficiency and preventing waste. In short, discipline is essential for maintaining efficiency by preventing and correcting inappropriate individual actions within the group. Additionally, discipline aims to maintain good behavior by setting desired responses (Tohardi, 2002).

Previous research has identified factors influencing employee performance. For example, Nurul Fauziah Haryudina (2021) found that both financial and non-financial compensation positively and significantly affect employee performance at PT. Axa Financial Indonesia Makassar Branch. Financial compensation also positively and significantly affects performance in this context. Maamari et al. (2018) found that work culture impacts employee performance, and Kawiana (2018) showed a significant correlation between company culture and employee performance. Maisoni et al. (2018) also noted a significant correlation between company culture and employee performance. Hendri Azwar et al. (2015) studied the impact of work discipline on employee performance at Hotel Grand Inna Muara Padang and found a significant positive effect of coordination on performance. However, there are gaps in previous research, such as Tanod Nanda et al. (2020) showing a negative but insignificant impact of compensation on performance, Lakoy (2013) finding no significant effect of compensation on performance, Harwiki

(2016) reporting no relationship between company culture and performance, and Ananta (2023) indicating no significant impact of work discipline on performance.

Given these research gaps in the effects of compensation, work culture, and discipline on employee performance, further in-depth research is needed to explore these variables' effects. Therefore, the author is interested in conducting further research titled "Analysis of Compensation, Work Culture, and Work Discipline on Employee Performance of steel companies in Gresik."

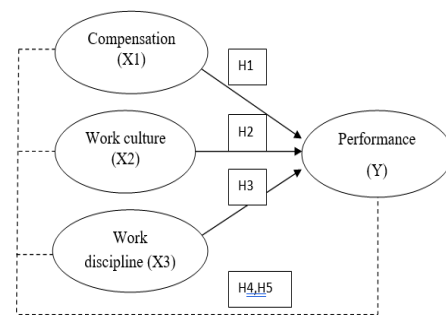


Figure 1. Conceptual Framework

Hypothesis

- H1: Compensation has a partial effect on employee performance
- H2: Work culture has a partial effect on employee performance
- H3: Work discipline has a partial effect on employee performance
- H4: Compensation, work culture, and work discipline simultaneously affect on employee performance
- H5: Compensation has a dominant effect on employee performance.

METHOD

This type of research is correlational research. According to sugiono (2022) correlational research is research that is intended to determine whether or not there is a relationship between two or more variables. By using a quantitative research approach, because the research data used is in the form of numbers or qualitative data that is summarized.

This research was conducted on Employee Performance of steel companies in Gresik. This research starts on July 10 2024 until it is finished. According to (Sugiono, 2022) describing population is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was all Employee Performance of steel companies in Gresik 400 people. Meanwhile, the sample is part of the number and characteristics of the population. Samples taken from the population must be truly representative. Researchers used a simple random sampling technique. Where sample members from the population are taken randomly without paying attention to the strata in the population. For sampling, use the Slovin formula (in Ir. Syofian Siregar, 2013: 34) with an error rate of 10%, namely:

$$n = \frac{400}{1 + (400 \times 0,1^2)}$$

$$n = \frac{400}{1 + (400 \times 0,01)}$$

$$n = \frac{400}{5}$$

$$n = 80 \text{ sampel}$$

Data collection in this research uses two data sources, namely primary data and secondary data. Primary data is data obtained from original sources (without any intermediaries) and data collected specifically to answer research in accordance with the researcher's wishes. Thus the data is directly obtained from the original source. Secondary data is data obtained through intermediaries or indirectly, such as journals, the internet, published and not widely published documentation.

The method used in research to obtain information related to the research carried out to obtain data is the data collection tool. By using the following data collection techniques:

Observation, Questionnaires or Questionnaires and Interviews.

This research uses an instrument in the form of a questionnaire containing questions or written statements submitted to prospective Employee at steel companies. The instrument to reveal compensation, work culture, work discipline and employee performance uses a questionnaire with a Likert scale (five points).

Data analysis is an activity of interpreting data that has been collected from the field and has been processed to produce certain information. The data analysis techniques used are: Instrument validity test, reliability test, classic assumption test (normality test, multicollinearity test, heteroscedasticity test), hypothesis test (T test and F test), multiple linear regression and coefficient of determination R²

RESULT

Date Quality test

Validity Test Result

Table 1. Validity of Variabel X1 (compensation)

Question Item No	Corrected Item Total	R table	Information
X1.1	0,575	0,219	Valid
X1.2	0,583	0,219	Valid
X1.3	0,590	0,219	Valid
X1.4	0,664	0,219	Valid
X1.5	0,702	0,219	Valid
X1.6	0,781	0,219	Valid
X1.7	0,754	0,219	Valid
X1.8	0,779	0,219	Valid

From table 1 it is known that the calculated r value from the validity test has a larger value than the table value. At a significance level of 5% or equal to 0.05, it is 0.219, thus the item value for each variable or question items in the variable X1 questionnaire will be declared valid if the correlation value is greater than the r table value, thus all items are declared valid.

Table 2. Validity of Variabel X2 (Work Culture)

Question Item No	Corrected Item Total	R table	Information
X2.1	0,769	0,219	Valid
X2.2	0,935	0,219	Valid
X2.3	0,890	0,219	Valid
X2.4	0,859	0,219	Valid
X2.5	0,920	0,219	Valid
X2.6	0,907	0,219	Valid
X2.7	0,835	0,219	Valid
X2.8	0,906	0,219	Valid

From table 2 it is known that the calculated r value from the validity test has a larger value than ther table value. At a significance level of 5% or equal to 0.05, it is 0.219, thus the item value for each variable or question items in the variable X2 questionnaire will be declared valid if the correlation value is greater than the r table value, thus all items are declared valid.

Table 3. Validity of Variabel X3 (Work Discipline)

Question Item No	Corrected Item Total	R table	Information
X3.1	0,630	0,219	Valid
X3.2	0,892	0,219	Valid
X3.3	0,673	0,219	Valid
X3.4	0,856	0,219	Valid
X3.5	0,880	0,219	Valid
X3.6	0,802	0,219	Valid
X3.7	0,856	0,219	Valid
X3.8	0,880	0,219	Valid
X3.9	0,800	0,219	Valid
X3.10	0,879	0,219	Valid

From table 3 it is known that the calculated r value from the validity test has a larger value than ther table value. At a significance level of 5% or equal to 0.05, it is 0.219, thus the item value for each variable or question items in the variable X3 questionnaire will be declared valid if the correlation value is greater than the r table value, thus all items are declared valid.

Table 4. Validity of Variabel Y (Employee Performance)

Question Item No	Corrected Item Total	R table	Information
Y1.1	0,876	0,219	Valid
Y1.2	0,896	0,219	Valid
Y1.3	0,901	0,219	Valid
Y1.4	0,897	0,219	Valid
Y1.5	0,854	0,219	Valid
Y1.6	0,900	0,219	Valid
Y1.7	0,902	0,219	Valid
Y1.8	0,933	0,219	Valid
Y1.9	0,907	0,219	Valid
Y1.10	0,900	0,219	Valid

From table 4 it is known that the calculated r value from the validity test has a larger value than ther table value. At a significance level of 5% or equal to 0.05, it is 0.219, thus the item value for each variable or question items in the variable Y questionnaire will be declared valid if the correlation value is greater than the r table value, thus all items are declared valid.

Reliability Test

Reliability test on respondents through a questionnaire regarding the influence of compensation, work culture and work discipline on employee performance of pt the master steel mfc in gresik. The results of the reliability test can be seen in table 5 as follows:

Table 5. Reliability Test

Variable	Cronbach's Alpha	Information
Compensation	0.768	Reliable
Work Culture	0.798	Reliable
Work Discipline	0.784	Reliable
Employee Performance	0.791	Reliable

Classic Assumption Test

Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,41175086
Most Extreme Differences	Absolute	,095
	Positive	,069
	Negative	-,095
Test Statistic		,095
Asymp. Sig. (2-tailed)		,074 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The data normality test aims to find out whether each variable is normally distributed or not. And the data processed by SPSS v.29 can be seen that the amount of data (N) is 80, the deviation is 4.41175086, absolute 0.095, positive differences 0.069 and negative -0.095, test statistic 0.095 and significant value 0.074. Because significance (Asymp sig) > 0.05, H₀ is accepted. So it can be concluded that the distribution values in this study are normally distributed.

Heteroscedasticity Test

		Correlations				
			compensation	Work Culture	Work Discipline	ABS
Spearman's rho	compensation	Correlation Coefficient	1,000	,264*	,384**	,092
		Sig. (2-tailed)		,018	,000	,417
		N	80	80	80	80
	Work Culture	Correlation Coefficient	,264*	1,000	,318**	,042
		Sig. (2-tailed)	,018		,004	,715
		N	80	80	80	80
	Work Discipline	Correlation Coefficient	,384**	,318**	1,000	,005
		Sig. (2-tailed)	,000	,004		,962
		N	80	80	80	80
	ABS	Correlation Coefficient	,092	,042	,005	1,000
		Sig. (2-tailed)	,417	,715	,962	
		N	80	80	80	80

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

The heteroscedasticity test is a test used to test the inequality of residual variance from one observation to another. And basically a good regression model is a regression model that does not have similarities between one residual variable and other residual observations, so it can be said to be heteroskedastic.

Test this using the gleiser method. Namely, on a basic basis, the significant value is 0.05. And if it is more than > 0.05, it can be said that there is no heteroscedasticity problem and vice versa, if the result is less than < 0.05, it can be concluded that there is a heteroscedasticity problem and the results of the heteroscedasticity test.

heteroscedasticity testing above the significance value for variable X1 (compensation) is 0.417 > 0.05, so it can be interpreted that in variable Meanwhile, for variable X2 (Work Culture), the significance value is 0.715 > 0.05, for variable X3 (Work Discipline), the significance value is 0.962 > 0.05 and it can be interpreted that the value of So for these four variables there is no heteroscedasticity.

Multicollinearity Test

		Coefficients ^a		Collinearity Statistics	
Model				Tolerance	VIF
1	Compensation			,760	1,316
	Work Culture			,878	1,139
	Work Discipline			,767	1,304

The multicollinearity test was carried out to determine whether the regression model found any correlation between the independent variables. A simple diagnosis of the absence of multicollinearity in the regression model is that the data is said to have no multicollinearity if the tolerance value is above > 0.10 and has a VIF below < 10. From testing the multicollinearity test shows that the compensation value (X1) resulting in a tolerance of 0.760 is greater than 0.1 and based on VIF 1.316 less than 10. And for variable (X2) Work Culture based on tolerance results 0.878 greater than 0.1 and VIF value 1.139, and for variable (X3) Work Culture based on tolerance results 0.767 greater than 0.1 and VIF value 1.304.

Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	13,318	5,630	
	compensation	,776	,156	,434
	Work Culture	,384	,126	,248
	Work Discipline	,407	,120	,294

The multiple linear regression test is used to determine the magnitude of the independent (free) variables including compensation, Work Culture and Work Culture on the dependent (dependent) variable, namely Employee Performance. Data processing with SPSS V.29 can be concluded that the linear regression equation which reflects the relationship between the variables in this research is as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

$$Y = 13,318 + 0,776 X_1 + 0,384 X_2 + 0,407 X_3$$

From the multiple linear regression equation above, it shows that:

- a. The constant value is 13.318 and the compensation regression coefficient (X1) value of 0.776 is positive with a significance of 0.000, which means that the better the compensation, the more Employee Performance will increase.
- b. The Work Culture regression coefficient (X2) value of 0.384 is positive with a significance of 0.003, which means that the better the Work Culture, the more Employee Performance will increase.
- c. The Work Discipline regression coefficient (X3) value of 0.395 is positive with a significance of 0.001, which means that the better the Work Discipline, the more Employee Performance will increase.

Hypothesis Testing

Ttest

Model		T	Sig.
1	(Constant)	2,366	,021
	Compensation	4,978	,000
	Work Culture	3,051	,003
	Work Discipline	3,386	,001

The t test is a test used to partially test the significance of the relationship between variable X and variable Y or it could be said that the t test basically show how far an independent variable is individually dependent. Conclusions can be drawn by comparing the calculated t with the t table at a significance level of 0.05 and the guidelines used:

- a. If $t_{count} > t_{table}$ then X has a significant effect on Y
- b. If $t_{count} < t_{table}$ then X does not have a significant effect on Y

1. The influence of compensation variables on Employee Performance

The compensation variable (X1) has a positive and significant effect on Employee Performance at steel companies in Gresik. And this can be seen from the significant compensation variable (X1) of $0.000 < 0.05$. So there is a partial influence of compensation on Employee Performance.

2. The effect of Work Culture on Employee Performance

The Work Culture variable (X2) has a positive and significant effect on Employee Performance of steel companies in Gresik. And this can be seen from the significant Work Culture variable (X2) of $0.003 < 0.05$. Then H0 is rejected and H2 is accepted. So there is a partial influence of Work Culture on Employee Performance.

3. The effect of Work Discipline on Employee Performance

The Work Discipline variable (X3) has a positive and significant effect on Employee Performance of steel companies in Gresik. And this can be seen from the significant Work Discipline variable (X3) of $0.001 < 0.05$. Then H0 is rejected and H3 is accepted. So there is a partial influence of Work Discipline on Employee Performance.

F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1960,580	3	653,527	32,302	,000 ^b
	Residual	1537,620	76	20,232		
	Total	3498,200	79			

The F test is carried out to see the influence of the independent variable on the dependent variable jointly or simultaneously. The F table value is found that the calculated F was 32,302 with a significant level $0.000 < 0.05$ then H_0 is rejected and H_1 is accepted, and it can be concluded that the Compensation, Work Culture, and Work Discipline variables together have a significant effect on Employee Performance of steel companies in Gresik

DISCUSSION

This research uses three independent variables and one dependent variable. With the title "The Influence of Compensation, Work Culture, and Work Discipline on Employee Performance of steel companies in Gresik". The results based on the problem formulation are as follows:

1. The Influence of Compensation on Employee Performance

The Compensation variable (X1) has a positive and significant effect on Employee Performance (Y) of steel companies in Gresik partially. And this can be seen from the significant service variable (X1) of $0.000 < 0.05$, then H_0 is rejected. H_1 is accepted. So there is a partial influence of Compensation on Employee Performance.

Referring to hypothesis testing, it is stated that the hypothesis is accepted, which means that there is a significant effect of compensation on employee performance. This result implies that the better the compensation provided, the greater the chance of achieving good employee performance. Conversely, poorer compensation will negatively affect employee performance.

2. The Effect of Work Culture on Employee Performance

The Work Culture variable (X2) has a positive and significant effect on Employee Performance of steel companies in Gresik. And this can be seen from the significant Work Culture variable (X2) of $0.003 < 0.05$. Then H_0 is rejected and H_2 is accepted. So there is a partial influence of Work Culture on Employee Performance. Referring to the results of statistical testing, it can be affirmed that work culture has a real impact on employee performance. This means that work culture has a significant influence on employee performance. The result indicates that the work culture affects the creation of employee performance. The better the work culture, the greater the likelihood of an improvement in employee performance.

3. The effect of Work Discipline on Employee Performance

The Work Discipline variable (X3) has a positive and significant effect on Employee Performance of steel companies in Gresik. And this can be seen from the significant Work Discipline variable (X3) of $0.001 < 0.05$. Then H_0 is rejected and H_3 is accepted. So there is a partial influence of Work Discipline on Employee Performance.

Referring to the results of statistical testing, it can be affirmed that work discipline has a significant impact on employee performance. This means that work discipline has a significant influence on employee performance. The result indicates that work discipline affects the creation of employee performance. The better the work discipline, the greater the likelihood of improvement in employee performance.

4. The Influence of Compensation, Work Culture, and Work Discipline on Employee Performance Based on the results of simultaneous testing, Compensation, Work Culture, and Work Discipline have a positive and significant effect on Employee Performance of steel companies in Gresik.

It can be seen that the calculated F is 32,302 with a significance level of $0.000 < 0.05$ means that all independent variables or independent variables have a significant and simultaneous effect. Thus H0 is rejected and H4 is accepted.

Referring to the statistical test, specifically the F-test, it is known that compensation, work culture, and work discipline together have a significant impact on employee performance. This result means that the quality of compensation, work culture, and discipline implemented by the management of steel companies in Gresik can drive employee performance.

CONCLUSION

The research results show that the instrument test results for all variables are valid and reliable. Likewise, all data fulfills classical assumptions. The final results show that there is a positive and significant influence between Compensation, Work Culture, and Work Discipline on Employee Performance. Based on the partial test (t test) shows that the service quality variable has a partial positive and significant effect on Employee Performance. The promotion variable shows that there is a positive and significant effect on Employee Performance. Based on the simultaneous test of Compensation, Work Culture, and Work Discipline, there is a joint influence on Employee Performance. From these results, all the hypothesized variable relationship arguments are accepted. These results provide input to company, compensation, work culture and work discipline are instruments in improving employee performance

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