

THE EFFECT OF COMPENSATION, WORK MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE OF PT PABRIK GULA CANDI BARU SIDOARJO



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Abstract

This study aims to determine and analyze the effect of compensation, work motivation, and work discipline on employee performance at PT. Pabrik Gula Candi Baru, Sidoarjo. The type of research used is associative with a quantitative approach. In this study, the simple random sampling technique was applied to obtain 60 samples from 150 employees in the company. Data analysis was carried out using multiple linear regression analysis with SPSS software. The analysis results showed that work discipline was the variable that most influenced performance. The results of SPSS data processing showed that: 1) compensation variables (X1), work motivation (X2), and work discipline (X3) simultaneously had a significant effect on employee performance (Y) at PT. Pabrik Gula Candi Baru, Sidoarjo; 2) compensation variables (X1) partially did not have a significant effect on employee performance (Y); 3) work motivation variables (X2) partially also did not have a significant effect on employee performance (Y); and 4) work discipline variables (X3) partially had a significant effect on employee performance (Y).

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

INTRODUCTION

In today's era of globalization, companies are growing rapidly and business competition between companies is getting tighter. Companies compete with each other to achieve maximum profit. Companies need to innovate to compete with other companies to achieve their goals (Isbahi, 2023). Human resources (HR) are considered one of the most important elements in a company because the human factor is the center of all processes in achieving the company's vision and mission. Therefore, for the company to achieve its goals, management must regulate and manage these human resources (HR).

The company certainly has employees who do a job and are expected to be able to carry out the job in accordance with the company's goals, so that the company can be considered to have good human resources. Therefore, in its operations, human resources play an important role in realizing the company's goals. If the company's goals are considered good but the contribution and activity of its human resources are lacking, then the company's goals will be difficult to achieve. The quality and quantity of a company depends on its human resources, especially employees, who have expectations and benefits that they will receive from the company, such as a satisfactory salary according to the work they do (Astuti et al, 2023).

PT. Pabrik Gula Candi Baru Sidoarjo is an industry engaged in the agricultural sector by utilizing sugar cane as raw material and producing sugar as a finished product. This company is located at Jalan Raya Candi No.10, Sidoarjo, East Java. The primary product of this industry is White Crystal Sugar (GKP). GKP is greatly influenced by the sugar cane used during the production process. Production results are influenced by the performance of the company's employees. The higher the level of employee performance, the more optimal the sugar production results at PT. PG Candi Baru is following the targets expected by the company. Likewise, if employee performance is low, sugar production is produced at PT. PG Candi Baru is less than optimal and the company experiences losses.

Table 1.
Employee Performance Assessment of PT Pabrik Gula Candi Baru Sidoarjo

Year	Number of Employees	Percentage			
		BS	B	C	K
2021	150	3.33%	93.59%	3.33%	0.66%
2022	150	0%	0%	100%	0%

Source: HR Department of PT Pabrik Gula Candi Baru

Table 2.
Employee Absence Rate of PT PG Candi Baru Sidoarjo

No	Month	JK (People)	JHK (Day)	Number of Absences	Absenteeism Rate (%)
1.	August	150	26	80	2.05
2.	September	150	25	113	3.01
3	October	150	26	328	8.41
Amount					13.47
Average					4.49

Source: PT Pabrik Gula Candi Baru

REVIEW OF LITERATURE

Human Resource Management

Human resources refers to individuals who act as drivers in an organization, whether it is an institution or a company. They are considered assets that require training and development to improve their abilities. Human Resource Management (HRM) is the science or method of managing relationships and roles of human resources efficiently and effectively and utilizing them optimally to achieve the common goals of the company, employees, and society (Pelealu, 2023).

Employee Performance

Performance can be defined as performance, but some interpret that performance also includes work achievements. Performance has a broad meaning, not only limited to work results but also involves how the process of a job takes place. According to Mangkunegara (2017) in (Lestari et al., 2022) states that performance (work achievement) is the work results

in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him.

Compensation

According to Enny (2019) in (Sembiring et al., 2021:43), compensation is a form of reward given to employees in return for their contributions and work done for the organization. This reward can be in the form of financial compensation given directly or indirectly and can be indirect.

Work Motivation

Work motivation is a drive or force, either internal or external, that drives a person to achieve goals or maximum performance in the context of work. Motivation plays a crucial role in the work environment because it has an impact on employee behavior, performance, and job satisfaction. According to Ernest J. McCormick explained by (Anshori & Indrasari, 2018) in his book that work motivation is defined as a condition that influences to arouse, direct, and maintain behavior related to the work environment. Meanwhile, according to (Agustini, 2019) in his book explains that work motivation refers to the efforts made by workers in carrying out their duties. Workers who show a high level of effort are considered to have strong work motivation, while conversely, workers who do not show a high level of effort are considered to have low work motivation.

Work Discipline

Work discipline is employee obedience and compliance with the norms, regulations, and procedures that apply in the work environment (Sultanto et al, 2023). This includes the readiness to comply with company rules, carry out tasks responsibly, and comply with applicable time and ethical norms. According to Afandi (2018) in (Wau et al., 2021) states that discipline is a management action to encourage members of the organization to comply with the provisions and regulations that apply within it.

RESEARCH METHOD

In this study, the type of research used is associative research. The research approach used in this study is quantitative. According to Sugiono in (Sihotang, 2023:3), the quantitative approach is also known as the positivist approach because it is based on the

philosophy of positivism. Quantitative research adheres to scientific principles, including theoretical, empirical, replicable, open to criticism, objective, measurable, rational, consistent, and systematic. This method is used for confirmation or proof through statistical analysis using numbers to solve research problems.

Population

According to Sugiyono (2017) in (Azmy & Indahingwati, 2020), population refers to a generalization area consisting of objects or subjects that have certain qualities and characteristics. These qualities and characteristics are determined by researchers as the focus of the study to gain understanding and draw conclusions. In this study, the population used as the object is all employees at PT. PG Candi Baru, totaling 150 people.

Sample

According to Sugiyono (2017) in (Azmy & Indahingwati, 2020), the sample is part of the characteristics that exist in the population. In this study, the sample is determined by using the Slovin formula (Amin et al., 2023), as follows:

$$n = \frac{N}{N.e^2+1}$$

Information:

- n = Number of Samples
- N = Population Number
- e = Desired accuracy limit is 1%

Based on the formula above, the calculation results are as follows:

$$\begin{aligned} n &= \frac{N}{N.e^2+1} \\ n &= \frac{150}{150.0,1^2+1} \\ n &= \frac{150}{150.0,1^2+1} \\ n &= \frac{150}{2,5} \\ n &= 60 \end{aligned}$$

Thus, from a population of 150, a sample size of 60 research samples was obtained.

RESULTS AND DISCUSSION

Validity Test

The validity test is conducted by reviewing the magnitude of the calculated r-value and r-table. The calculated r is obtained in SPSS and the r table is obtained from the value of $df = n - 2 = 60 - 2 = 58$ with a significance level of 5%.

Table 3.
Compensation Validity Test Results (X1)

		Correlations						
		X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	TOTAL_X1
X1.1	Pearson Correlation	1	.242	.280*	.340**	.420**	.144	.577**
	Sig. (2-tailed)		.063	.030	.008	<.001	.273	<.001
	N	60	60	60	60	60	60	60
X1.2	Pearson Correlation	.242	1	.436**	.289*	.453**	.621**	.745**
	Sig. (2-tailed)	.063		<.001	.025	<.001	<.001	<.001
	N	60	60	60	60	60	60	60
X1.3	Pearson Correlation	.280*	.436**	1	.236	.500**	.400**	.701**
	Sig. (2-tailed)	.030	<.001		.070	<.001	.002	<.001
	N	60	60	60	60	60	60	60
X1.4	Pearson Correlation	.340**	.289*	.236	1	.238	.406**	.604**
	Sig. (2-tailed)	.008	.025	.070		.067	.001	<.001
	N	60	60	60	60	60	60	60
X1.5	Pearson Correlation	.420**	.453**	.500**	.238	1	.421**	.742**
	Sig. (2-tailed)	<.001	<.001	<.001	.067		<.001	<.001
	N	60	60	60	60	60	60	60
X1.6	Pearson Correlation	.144	.621**	.400**	.406**	.421**	1	.735**
	Sig. (2-tailed)	.273	<.001	.002	.001	<.001		<.001
	N	60	60	60	60	60	60	60
TOTAL_X1	Pearson Correlation	.577**	.745**	.701**	.604**	.742**	.735**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
	N	60	60	60	60	60	60	60

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

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

Source: SPSS Data Processed by Researchers (2024)

Referring to the SPSS results above, the following is the validity test analysis of the compensation variable as X1:

Table 4.
Results of Compensation Validity Test Analysis (X1)

Statement	R count	Sign (2-Tailed)	R table	Information
X1.1	0.577	<0.01	0.2542	Valid
X1.2	0.745	<0.01	0.2542	Valid

X1.3	0.701	<0.01	0.2542	Valid
X1.4	0.604	<0.01	0.2542	Valid
X1.5	0.742	<0.01	0.2542	Valid
X1.6	0.735	<0.01	0.2542	Valid

Source: Researcher Data (2024)

Table 5.
Work Motivation Validity Test Results (X2)

		Correlations						
		X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	TOTAL_X2
X2.1	Pearson Correlation	1	.025	.255*	.174	.157	.053	.435**
	Sig. (2-tailed)		.847	.049	.183	.232	.686	<.001
	N	60	60	60	60	60	60	60
X2.2	Pearson Correlation	.025	1	.383**	.293*	.369**	.406**	.683**
	Sig. (2-tailed)	.847		.003	.023	.004	.001	<.001
	N	60	60	60	60	60	60	60
X2.3	Pearson Correlation	.255*	.383**	1	.371**	.297*	.622**	.800**
	Sig. (2-tailed)	.049	.003		.004	.021	<.001	<.001
	N	60	60	60	60	60	60	60
X2.4	Pearson Correlation	.174	.293*	.371**	1	.021	.163	.533**
	Sig. (2-tailed)	.183	.023	.004		.875	.213	<.001
	N	60	60	60	60	60	60	60
X2.5	Pearson Correlation	.157	.369**	.297*	.021	1	.203	.559**
	Sig. (2-tailed)	.232	.004	.021	.875		.120	<.001
	N	60	60	60	60	60	60	60
X2.6	Pearson Correlation	.053	.406**	.622**	.163	.203	1	.674**
	Sig. (2-tailed)	.686	.001	<.001	.213	.120		<.001
	N	60	60	60	60	60	60	60
TOTAL_X2	Pearson Correlation	.435**	.683**	.800**	.533**	.559**	.674**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
	N	60	60	60	60	60	60	60

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

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

Source: SPSS Data Processed by Researchers (2024)

Referring to the SPSS results above, the following is the validity test analysis of the work motivation variable as X2:

Table 6.
Analysis of Work Motivation Validity Test (X2)

Statement	R count	Sign (2-Tailed)	R table	Information
X2.1	0.435	<0.01	0.2542	Valid
X2.2	0.683	<0.01	0.2542	Valid

Statement	R count	Sign (2-Tailed)	R table	Information
X2.3	0,800	<0.01	0.2542	Valid
X2.4	0.533	<0.01	0.2542	Valid
X2.5	0.559	<0.01	0.2542	Valid
X2.6	0.674	<0.01	0.2542	Valid

Source: Researcher Data (2024)

Table 7.
Work Discipline Validity Test Results (X3)

		Correlations						
		X3.1	X3.2	X3.3	X3.4	X3.5	X3.6	TOTAL_X3
X3.1	Pearson Correlation	1	.120	.245	.064	.149	.222	.456**
	Sig. (2-tailed)		.362	.059	.627	.254	.088	<,001
	N	60	60	60	60	60	60	60
X3.2	Pearson Correlation	.120	1	.342**	.289*	.443**	.457**	.700**
	Sig. (2-tailed)	.362		.007	.025	<,001	<,001	<,001
	N	60	60	60	60	60	60	60
X3.3	Pearson Correlation	.245	.342**	1	.340**	.262*	.593**	.731**
	Sig. (2-tailed)	.059	.007		.008	.044	<,001	<,001
	N	60	60	60	60	60	60	60
X3.4	Pearson Correlation	.064	.289*	.340**	1	.179	.314*	.568**
	Sig. (2-tailed)	.627	.025	.008		.171	.015	<,001
	N	60	60	60	60	60	60	60
X3.5	Pearson Correlation	.149	.443**	.262*	.179	1	.314*	.610**
	Sig. (2-tailed)	.254	<,001	.044	.171		.015	<,001
	N	60	60	60	60	60	60	60
X3.6	Pearson Correlation	.222	.457**	.593**	.314*	.314*	1	.764**
	Sig. (2-tailed)	.088	<,001	<,001	.015	.015		<,001
	N	60	60	60	60	60	60	60
TOTAL_X3	Pearson Correlation	.456**	.700**	.731**	.568**	.610**	.764**	1
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	
	N	60	60	60	60	60	60	60

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

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

Source: SPSS Data Processed by Researchers (2024)

Referring to the SPSS results above, the following is the validity test analysis of the work discipline variable as X3:

Table 8.
Analysis of Work Discipline Validity Test (X3)

Statement	R count	Sign (2-Tailed)	R table	Information
X3.1	0.456	<0.01	0.2542	Valid

X3.2	0.700	<0.01	0.2542	Valid
X3.3	0.731	<0.01	0.2542	Valid
X3.4	0.568	<0.01	0.2542	Valid
X3.5	0.610	<0.01	0.2542	Valid
X3.6	0.764	<0.01	0.2542	Valid

Source: Researcher Data (2024)

Table 9.
Performance Validity Test Results (Y)

		Correlations						
		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	TOTAL_Y
Y1.1	Pearson Correlation	1	.097	.178	.385**	.427**	.087	.531**
	Sig. (2-tailed)		.462	.173	.002	<.001	.508	<.001
	N	60	60	60	60	60	60	60
Y1.2	Pearson Correlation	.097	1	.389**	.385**	.426**	.439**	.704**
	Sig. (2-tailed)	.462		.002	.002	<.001	<.001	<.001
	N	60	60	60	60	60	60	60
Y1.3	Pearson Correlation	.178	.389**	1	.206	.556**	.455**	.719**
	Sig. (2-tailed)	.173	.002		.115	<.001	<.001	<.001
	N	60	60	60	60	60	60	60
Y1.4	Pearson Correlation	.385**	.385**	.206	1	.320*	-.019	.551**
	Sig. (2-tailed)	.002	.002	.115		.013	.886	<.001
	N	60	60	60	60	60	60	60
Y1.5	Pearson Correlation	.427**	.426**	.556**	.320*	1	.461**	.817**
	Sig. (2-tailed)	<.001	<.001	<.001	.013		<.001	<.001
	N	60	60	60	60	60	60	60
Y1.6	Pearson Correlation	.087	.439**	.455**	-.019	.461**	1	.623**
	Sig. (2-tailed)	.508	<.001	<.001	.886	<.001		<.001
	N	60	60	60	60	60	60	60
TOTAL_Y	Pearson Correlation	.531**	.704**	.719**	.551**	.817**	.623**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
	N	60	60	60	60	60	60	60

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

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

Source: SPSS Data Processed by Researchers (2024)

Referring to the SPSS results above, the following is the validity test analysis of the performance variable as Y:

Table 10.
Performance Validity Test Analysis (Y)

Statement	R count	Sign (2-Tailed)	R table	Information
Y1.1	0.531	<0.01	0.2542	Valid

Y1.2	0.704	<0.01	0.2542	Valid
Y1.3	0.719	<0.01	0.2542	Valid
Y1.4	0.551	<0.01	0.2542	Valid
Y1.5	0.817	<0.01	0.2542	Valid
Y1.6	0.623	<0.01	0.2542	Valid

Source: Researcher Data (2024)

Reliability Test

Reliability testing is reviewed from the Cronbach's Alpha value, where the variable is said to be reliable if the Cronbach's Alpha value is above 0.600.

Table 11.
Reliability Test Analysis Results

Variables	Cronbach's Alpha Value	Conclusion
Compensation (X1)	0.775	Reliable
Work Motivation (X2)	0.677	Reliable
Work Discipline (X3)	0.714	Reliable
Performance (Y)	0.744	Reliable

Source: Author Data (2024)

Classical Assumption Test

Normality Test

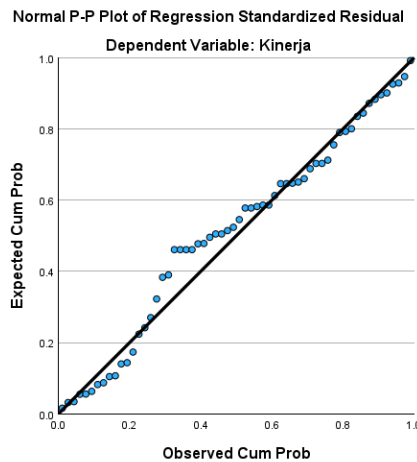


Figure 1.
P Plot Normality

Source: SPSS Data (2024)

This study uses a normality test by observing the P Plot. If the image shows points spread along the diagonal line, then it can be concluded that the data is normally distributed.

Multicollinearity Test

The multicollinearity test is reviewed from the tolerance and VIF values. Data is considered to pass the multicollinearity test if the tolerance value exceeds 0.100 and the VIF value is not more than 10,000.

Table 12.
Multicollinearity Test Results

Model		Coefficientsa				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	-1,876	2,880		-.651	.517		
	Compensation	.144	.074	.157	1,961	.055	.747	1,339
	Work motivation	.155	.073	.146	2.108	.040	.991	1,009
	Work Discipline	.767	.082	.744	9.323	<.001	.751	1,332

a. Dependent Variable: Performance

Source: SPSS Data Processed by Researchers (2024)

Judging from the table above, it can be concluded that the data does not experience multicollinearity problems because all test variables have met the test criteria.

Heteroscedasticity Test

This study uses a heteroscedasticity test with a Scatterplot graph. If the image shows points spread above and below zero, then it can be concluded that the data does not experience heteroscedasticity problems.

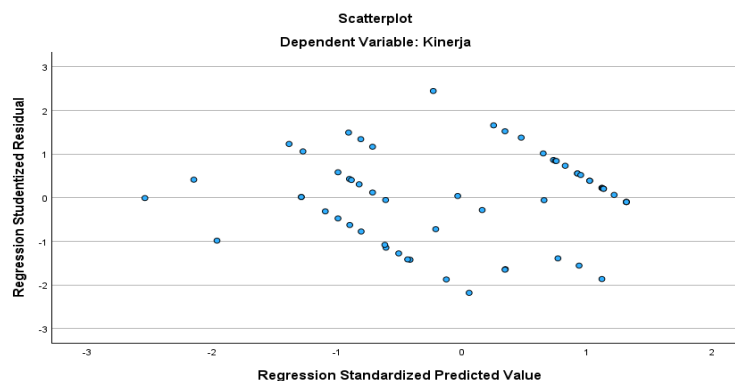


Figure 2.
Scatterplot Graph

Source: SPSS Data Processed by Researchers (2024)

Multiple Linear Regression Analysis

This test is conducted to determine the direction and magnitude of the influence of the independent variable in influencing the dependent variable.

Table 13.
Multiple Linear Regression Results

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,876	2,880		-.651	.517		
	Compensation	.144	.074	.157	1,961	.055	.747	1,339
	Work motivation	.155	.073	.146	2.108	.040	.991	1,009
	Work Discipline	.767	.082	.744	9.323	<,001	.751	1,332

a. Dependent Variable: Performance

Source: SPSS Data Processed by Researchers (2024)

Referring to the table above, the multiple linear regression equation can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n$$

$$Y = -1.876 + 0.144 X_1 + 0.155 X_2 + 0.767 X_3$$

Based on this equation, it can be seen that:

- a) The constant is -1.876. If the variables X1, X2, and X3 are assumed to be zero, then the value of Y becomes -1.876 and has a negative direction.
- b) Variable X1 has a coefficient of 0.144. If the value of variable X1 is assumed to be 1, then the value of Y will increase by 0.144.
- c) The variable X2 has a coefficient of 0.155. If the value of the variable X2 is assumed to be 1, then the value of Y will increase by 0.155.
- d) The variable X3 has a coefficient of 0.767. If the value of the variable X3 is assumed to be 1, then the value of Y will increase by 0.767.

Hypothesis Testing

F Test

The F test is conducted to determine the magnitude of the influence of all independent variables in the study affecting the dependent variable. The test is seen from the magnitude of F and the significance value in SPSS. While the F table in this study is 27.694 with a

significance value of 0.05. It is said to have a significant effect if the magnitude of the calculated F is greater than 27.694 and the significance value is less than 0.05.

Table 14.
F Test Results (ANOVA)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147,244	3	49,081	51,146	<,001b
	Residual	53,739	56	.960		
	Total	200,983	59			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Discipline, Work Motivation, Compensation

Source: SPSS Data Processed by Researchers (2024)

Referring to the table above, it can be seen that the calculated F value > F table = 51.146 > 27.694 with a significance value of <0.05. This means that the variables of compensation, work motivation, and work discipline have proven to have a significant effect on performance.

T-Test

A T-test is conducted to determine the magnitude of the influence of independent variables individually in influencing the dependent variable. The test is seen from the significance value in SPSS which is compared with the significance value criteria of 0.05. It is said to have a significant effect if the significance value is less than 0.05.

Table 15.
T-Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,876	2,880		-.651	.517		
	Compensation	.144	.074	.157	1,961	.055	.747	1,339
	Work motivation	.155	.073	.146	2.108	.040	.991	1,009
	Work Discipline	.767	.082	.744	9.323	<,001	.751	1,332

a. Dependent Variable: Performance

Source: SPSS Data Processed by Researchers (2024)

Referring to the table above, it can be seen that:

- a) Compensation (X1) has a significance value > 0.05 . This means that the compensation variable is not proven to have a significant effect on performance.
- b) Work motivation (X2) has a significance value > 0.05 . This means that the work motivation variable is not proven to have a significant effect on performance.
- c) Work discipline (X3) has a significance value < 0.05 . This means that the work discipline variable has been proven to have a significant effect on performance.

Coefficient of Determination

The Determination Coefficient or R Square Test aims to determine the magnitude of the contribution of independent variables in influencing dependent variables. The test is carried out by observing the magnitude of the R square in SPSS.

Table 16.
Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856a	.733	.718	.980

a. Predictors: (Constant), Work Discipline, Work Motivation, Compensation
 b. Dependent Variable: Performance

Source: SPSS Data Processed by Researchers (2024)

Referring to the table above, it can be seen that the R square of this study is 0.733 which when expressed as a percentage becomes 73.3%. This means that the variables of compensation, work motivation, and work discipline have an effect of 73.3% on performance. While the rest (26.7%) is influenced by other variables not listed in this study.

The Influence of Compensation, Work Motivation, and Work Discipline on Employee Performance

The f test that has been carried out shows that the calculated f value is 51.146. The F table in this study is known from the number of samples of 60 and a significance level of 5% so the f table value is 27.694. To conclude, an effort is needed to compare the calculated f value and the f table value, which is 51.146 which is greater than 27.694. This result indicates that all independent variables together have a significant impact on the dependent variable. In this case, the first hypothesis is accepted.

The same results were also shown in the study Fernandez, (2022) which states that together, compensation variables, work motivation, and work discipline have a significant

effect on employee performance. The three variables contribute 73.3% to employee performance.

The Influence of Compensation on Employee Performance

The t-test that has been carried out shows that the calculated t-value is 1.961 with a significance value of 0.055. To conclude, an effort is needed to compare the significance value with the test criteria value, which is 0.055 greater than 0.005. This result indicates that the variable X1 partially has an insignificant impact on the dependent variable. In this case, the second hypothesis is rejected.

The same results were also shown in the study Marlius & Pebrina, (2022) as well as Putera et al., (2022). This research also challenges the opinion Judge & Isnowati, (2023) which states that compensation variables partially affect employee performance significantly. For employees of PT Pabrik Gula Candi Baru, Sidorajo, the compensation system has been regulated in Law Number 13 of 2003 concerning Manpower. so they do not assume that compensation is not an important factor to be used as a benchmark in improving performance.

The Influence of Work Motivation on Employee Performance

The t-test that has been carried out shows that the calculated t-value is 2.108 with a significance value of 0.040. To conclude, an effort is needed to compare the significance value with the test criteria value, which is 0.040 greater than 0.005. This result indicates that the variable X2 partially has an insignificant impact on the dependent variable. In this case, the third hypothesis is rejected.

Employees of PT Pabrik Gula Candi Baru, Sidoarjo, view that providing motivation both from within and from outside is not effective in improving their performance. This finding is in line with the research Rusdi Gozali et al., (2024) which states that partially, work motivation does not have a significant influence on employee performance. However, different results were stated by (Diva Rihhadatul 'Aisy & Budi Prabowo, 2024).

The Influence of Work Discipline on Employee Performance

The t-test that has been carried out shows that the calculated t-value is 9.323 with a significance value of 0.001. To conclude, an effort is needed to compare the significance value with the test criteria value, which is 0.001 less than 0.005. This result indicates that the

variable X3 partially has a significant impact on the dependent variable. In this case, the fourth hypothesis is accepted.

The same results were also shown in the study Azmy & Indahingwati, (2020) which states that partially, the work discipline variable has a significant effect on employee performance. However, this study is not in line with previous research conducted by (Anggara Sanjaya, 2020).

CONCLUSION

Based on the research results that have been obtained, the conclusions that can be drawn are as follows:

1. Compensation variables (X1), Work Motivation (X2), and Work Discipline (X3) together or simultaneously are proven to have a significant influence on employee performance (Y) at PT Pabrik Gula Candi Baru, Sidoarjo.
2. Compensation Variable (X1) Partially, it is not proven to have a significant influence on employee performance (Y) at PT Pabrik Gula Candi Baru, Sidoarjo.
3. The Work Motivation variable (X2) partially, was not proven to have a significant influence on employee performance (Y) at PT Pabrik Gula Candi Baru, Sidoarjo.
4. The Work Discipline variable (X3) is partially proven to have a significant effect on employee performance (Y) at PT Pabrik Gula Candi Baru, Sidoarjo.

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