| **RESEARCH ARTICLE**

The Influence of Compensation and Work Discipline on Employee Performance at PT Sygma Exa Grafika

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| **ABSTRACT**

In today's fiercely competitive business environment, a company's success in the competition is closely tied to its human resources. Companies must enhance the quality of their human resources to emerge victorious in this competition. Effective management and development of human resources within an organization are essential to improve the performance of individuals, enabling them to contribute to the company's goals. Numerous factors influence human resource performance, either enhancing or hindering it. Compensation and work discipline are two factors that can significantly impact human resource performance. This study aims to understand the implementation of compensation and work discipline at PT Sygma Exa Grafika, as well as the performance of human resources in the company. The research also seeks to determine the extent of the influence of compensation and work discipline on human resource performance at PT Sygma Exa Grafika, both simultaneously and individually. Data for the study were collected using a questionnaire distributed to 100 individuals, employing a saturation technique covering the entire population. The data analysis utilized Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The results reveal that employee compensation at PT Sygma Exa Grafika is rated at an average of 375.6 or 75%, falling into the "good" category. Work discipline at the company averages 314.8 or 74%, also categorized as "good." Hypothesis testing indicates that compensation has a moderate impact of 0.225 on employee performance, while work discipline has a significant impact of 0.470. In summary, both compensation and work discipline, individually and collectively, have a positive and significant influence on human resource performance. This research provides insights into the conditions at PT Sygma Exa Grafika, offering a basis for improvement and system development within the company.

1. Introduction

In this day and age of fierce corporate rivalry, businesses aim to control the market. An essential component of any business is its human capital. To effectively compete, businesses must improve the quality of their human resources. An organization's human resources are its most valuable asset since they manage, grow, and expand the business in the face of changing demands (Siagian, 2020). Procedures, including planning, hiring, screening, training, and development, are all part of human resource management. To meet business objectives and improve stakeholders' well-being, companies should prioritize compensation, career management, safety, health, and industrial relations (Kasmir, 2016). As a vital resource for a business, human resources must be used to their full potential in order to guarantee seamless operations. In the corporate environment, they can be used alongside rivals and offer a competitive advantage. The organization might experience a rise in production, effectiveness, and efficiency through good human resource management (Marwansyah, 2019). Saretta (2022) highlights that having adequate human resources is essential to a business's ability to operate properly. Even when other requirements are met, a lack of human resources can have a detrimental effect on a company's quality and operations. According to Mahfudzi (2018) notes that effective management and

development of human resources are essential to improve their performance and contribute to achieving organizational goals. Employee performance is a key contributor to a company's success (Noe *et al.* 2017). Karisma (2022) defines employee performance as the qualitative and quantitative results produced by employees in fulfilling their responsibilities. Performance assessment, conducted regularly, involves evaluating skills, abilities, achievements, and growth to plan further career development (Maulina, 2019). PT Sygma Exa Grafika uses a five-level performance assessment index: poor, fair, satisfactory, good, and excellent. One intriguing aspect of research at PT Sygma Exa Grafika is the phenomenon of freelance daily workers (HL). These workers are subject to specific regulations, including a maximum consecutive work period of three months or 21 days. Noteworthy observations include long-term employment of approximately nine years, absence of health program benefits, fluctuating work performance, attendance below targets, and an inadequate IOS-based attendance system (Internal Company Data, 2023).

The work Performance of employees at PT Sygma Exa Grafiksa from 2020-2022, categorized as significantly lacking, has experienced fluctuations. There was a decrease from 2.83% in 2020 to 1.96% in 2021, followed by an increase in 2022 to 6.48%. Similarly, for the criteria of less satisfactory, there were fluctuations, with a decrease from 17.92% in 2020 to 13.72% in 2021, then an increase in 2022 to 35.18%. In the satisfactory category, fluctuations started from 61.16% in 2020, increased in 2021 to 67.64%, and then decreased to 51.85% in 2022. The "Good" criteria also experienced fluctuations, starting from 12.26% in 2020 to 14.70% in 2021 and then a decrease in 2022 to 6%. Furthermore, a decrease occurred in the "Excellent" category, initially at 1.88% in 2020, then dropping to 0.98% in 2021, and experiencing another decrease in 2022 to 0.92%. The fluctuating performance achievements of employees at PT Sygma Exa Grafika make this phenomenon a concern for the company to improve employee performance, especially for those who are daily wage workers, as it is related to the quality and quantity of completed products. One factor that can improve work performance is the compensation provided by the company, as stated by Dwiyanto *et al.* (2019). They mention that the offered compensation will affect the performance given by employees. When the compensation provided does not meet the expectations of the employees, it can lead to a decrease in motivation, consequently resulting in a decline in employee work performance.

Compensation in PT Sygma Exa Grafika seems to fall short of meeting the requirements. According to supervisor interviews, many employees with families find that the company's compensation does not meet their needs. The lack of health insurance and education benefits is identified as a reason for inadequate compensation. Additionally, the company's inability to fulfill the agreement on salary increases according to the prevailing Minimum Wage (UMR) also dampens employee morale and performance. Another factor that can influence work performance is work discipline; it is shown, based on the company's internal data, that from 2020 to 2022, employee absenteeism still does not meet the company's standards. According to interviews with daily wage employee supervisors at Sygma Exa Grafika, attendance should reach 95% (Busro, 2023). When compared with the data above, there is still a lack of attendance, indicating that the attendance target is not achieved. Harahap and Tirtayasa (2020) emphasize that the level of employee attendance significantly affects their performance. Regular and timely attendance leads to high performance and vice versa. Furthermore, the discipline issue is attributed to an imperfect system. The attendance policy through a web or application does not meet the company's needs as it is only available for Android users and is inadequate for iPhone users. Additionally, the flexibility in location detection during attendance allows leeway for employees. For example, an employee may record attendance on time, but the actual presence may not align with the recorded time.

Employee performance improves when they feel that the rewards they receive are proportional to their efforts. Fair and timely compensation, coupled with attractive benefits, becomes a motivating factor for employees to enhance their work performance. Providing appropriate compensation in line with employee achievements encourages them to contribute quality work for the progress of the company. In return, the company should offer compensation that aligns with the contributions made by employees (Hasibuan, 2017).

2. Literature Review
2.1 Human Resource Management
Human resource management, according to Amstrong and Taylor (2020), discusses how individuals are employed**,** managed, and developed within an organization. According to Mangkunegara (2017) and Kasmir (2016), human resource management entails planning, organizing, coordinating, implementing, and monitoring the acquisition, development, reward system, integration, maintenance, and separation of workforce to achieve organizational goals. Human Resource Management is the process of managing people through planning, recruitment, selection, training, development, compensation, career management, safety, health, and maintaining industrial relations until termination of employment in order to achieve company objectives and benefit shareholders. The functions of Human Resource Management, as stated by Elbadiansyah (2019), are related to the POAC framework: Planning, Organizing, Actuating, and Controlling. Additionally, there are operational functions, including recruitment, development, compensation, integration, maintenance, and separation.

2.2 Organizational Behaviour

According to Wijaya (2017), organizational behavior is a discipline that studies the behavior of individuals within an organization and its impact on performance, whether individual, group, or organizational. Based on the opinion of Robbins and Judge (2017), organizational behavior is the study of what people do in an organization and how that behavior influences organizational performance. Robbins and Judge (2017) also mention a dependent variable, which is the main factor explained and influenced by other factors. The dependent variables in organizational behavior include productivity, absenteeism, employee turnover, job satisfaction, deviant workplace behavior, and organizational citizenship behavior.

The explanation of the dependent variables is as follows:

- Productivity: A measure of performance that includes effectiveness and efficiency.
- Absenteeism: Unexcused absence from the office, which becomes a loss and disturbance for the employer.
- Employee Turnover: Permanent resignation, whether voluntary or involuntary, from the company.
- Job Satisfaction: Positive feelings that employees have about their work, resulting from the evaluation of its characteristics.
- Deviant Workplace Behavior: Deliberate and voluntary employee behavior that violates significant organizational norms and poses a threat to the well-being of members and the organization.
- Organizational Citizenship Behavior (OCB): Voluntary behavior that is not part of an employee's formal job obligations but supports the effective functioning of the organization.

2.3 Compensation

Compensation, according to Utama (2020), is what employees receive, whether in the form of money or otherwise, as a form of reward for the contributions they make to the company. According to Sinambela (2020), compensation is the total of all rewards given to workers in return for the services they provide to the organization. According to Kasmir (2016), classifies compensation objectives into seven categories.. The first is to give employees their rights; compensation is the company's obligation to grant employees' rights in exchange for the services they perform. The second goal is to ensure fairness; remuneration should be provided openly, with no hidden features, and its worth should be determined by performance and duties. The third goal is to attract high-quality staff. Good, fair, reasonable, and transparent compensation will entice high-quality individuals to apply to our organization, resulting in the recruitment of high-quality applicants and improved work quality and performance. The fourth is targeted at keeping staff. Job satisfaction increases when employees are compensated based on their duties, which reduces the risk of employee turnover. The fifth objective is to appreciate employees; compensation is a form of appreciation from the company for the services provided by employees.

The sixth step is cost control, which entails assuring compliance with government rules by giving compensation consistent with government policies. The seventh is to avoid conflicts by providing timely and agreed-upon compensation, reducing conflicts between employees and the company. Based on the statements above, Based on the assertions above, it is possible to conclude that pay objectives are a kind of company appreciation for employee performance. Additionally, the objectives of providing compensation are to prevent internal issues with employees and external issues with the government. Moreover, providing compensation serves as motivation for employees to achieve their future targets. Ten factors influence compensation: labour supply and demand, company capability and availability, labour unions or employee organizations, employee work productivity, government factors such as laws and presidential decrees, cost of living, employee job positions, employees' education and experience, national economic conditions, and the nature of the job. (Hasibuan,2017) According to Elmi (2018), compensation dimensions are divided into two categories: direct, which includes Salary, Incentives, and bonuses, and indirect, which includes rewards, insurance, leaves, and work facilities

2.4 Work Discipline

Work Discipline, according to Indiyati *et al* (2021) is the voluntary willingness of employees to comply with and adhere to all established work regulations. This statement is supported by Ganyang (2018), who states that work discipline is a phenomenon where employees are willing to accept and implement various regulations, whether written or concrete, as well as habits that have become cultural and are related to the execution of tasks, authority, and responsibilities. Puspita and Sudarijati (2018) Separate the dimensions of job discipline into four categories. To begin, compliance with time standards can be observed by using the company's designated clock-in time. Second, conform to business policies regarding dress code, workplace behaviour, environmental preservation, and facilities. Third, observing the rules of conduct in the workplace, as demonstrated by doing tasks in accordance with the work mechanisms. Fourth is compliance with other rules, such as following instructions from superiors or leaders.

2.5 Employee Performance

According to Sinambela (2020), performance is the result of work achieved by an individual or a group of people within an organization in accordance with their authority and responsibilities, aiming to legally achieve organizational goals without violating the law and without conflicting with morality and ethics. Mangkunegara (2017) mentions indicators of employee performance as follows:

- Job Quality: Refers to an employee's ability to complete specified tasks efficiently.
- Job Quantity: The quantity of work can be seen in terms of time and how long an employee works or dedicates themselves in a day. Work quantity can also be determined based on the speed of each employee's work.
- Task Execution: Task execution is evaluated based on how accurately an employee can perform their duties without errors and within the specified time.
- Responsibility: Responsibility is the employee's awareness of the obligation to perform their tasks accurately, without errors, and within the designated time.

3. Methodology

This study employs a quantitative research approach to uncover issues within the working environment. The analysis is conducted using a descriptive research method in line with the research objectives. Sugiyono (2020) states that descriptive research is used to analyze data by describing or portraying the collected data as is, without aiming to make general conclusions or generalizations. Furthermore, based on the investigative type, it is causal research, which, according to Sugiyono (2020), involves a cause-and-effect relationship with independent variables (variables that influence) and dependent variables (variables that are influenced). The researcher is not directly involved in or intervenes in the study, only conducting field studies at PT Sygma Exa Grafika for analysis purposes. This study involves 100 freelance daily employees of PT Sygma Exa Grafika, acting as respondents for the distributed questionnaires, making the individual the unit of analysis. The collected data cover a specific period and multiple objects to describe the current situation based on the cross-sectional technique.

A research scale is a measurement scale used as a reference to determine the length and interval of a measuring tool, ensuring that the tool yields quantitative data (Sugiyono, 2020). The selected measurement scale is the ordinal measurement scale using the Likert Scale type, suitable for assessing attitudes, opinions, and perceptions regarding social phenomena. Likert (1932) stated that the Likert Scale could help researchers measure behavior or opinions and their direction (positive or negative). The Likert Scale uses a range from 1 to 5, where values are determined from negative to positive. The scale is applied to variables, which are then broken down into indicator variables, and these indicators are used as reference points to formulate items for the research instrument in the form of statements and questions. The Sampling of this research, as stated by Indrawati (2015), refers to the members of the population selected to participate in the study, either for observation, treatment, or opinion regarding the research topic. In this study, the sample includes all 100 freelance daily employees of PT Sygma Exa Grafika.

Sampling technique: According to Hikmawati (2020), saturation sampling is when the entire population is considered as the sample; hence, this research employs non-probability sampling with the saturation sampling technique. The sample consists of all 100 freelance daily employees of PT Sygma Exa Grafika. Primary data for this research is obtained from the questionnaire responses, while secondary data includes internal company data and results from in-depth interviews. The analysis method used for this study is Structural Equation Modeling (SEM) with Partial Least Squares (PLS) in the SmartPLS software. SEM-PLS aims to test relationships between one or more endogenous variables and one or more exogenous variables. The two evaluation stages of this measurement model aim to assess the validity and reliability of a model before testing relational and causal relationships.

4. Results and Discussion
4.1 Evaluation of Measurement Model (Outer Model)
4.1.1 Discriminant Validity
Discriminant validity test can be seen from the Average Variance Extracted or can be short as AVE. According to the AVE theory, every construct needs to be greater than 0.50. A good model is when the AVE score is greater than >0,50.

Variabel	Average Variance Extracted (AVE)
Compensation (X1)	0,645
Work Discipline (X2)	0,659
Performance (Y)	0,677

Table 1 Discriminant Validity Result
Source : SMARTPLS, 2023

According to the table, it can be seen the compensation score is AVE 0,645, the Work disciple's score is AVE 0,659, and the performance score is AVE 0,677. It can be concluded that all of the three variables' scores are AVE above 0,50, which means that the model of this research is good.

4.1.2 Composite Reliability
Composite reliability tests in SEM-PLS are demonstrated through Cronbach's alpha and composite reliability tests. The recommended Cronbach's alpha value is above 0.70, and the recommended composite reliability value should also be greater than 0.70.

	Cronbach Alpha	Composite Reliability
Compensation (X1)	0,954	0,959
Work Discipline (X2)	0,948	0,955
Performance (Y)	0,952	0,958

Tabel 2 Composite Reliability result
Source : SMARTPLS, 2023

Based on the results, Cronbach's Alpha value for compensation, work discipline, and performance are above 0,70, which indicates that the three variables meet the criteria. As well as the composite reliability, all three variables are valued above 0,70, signifying a high level of reliability, which indicates that the study set criteria have been satisfied.

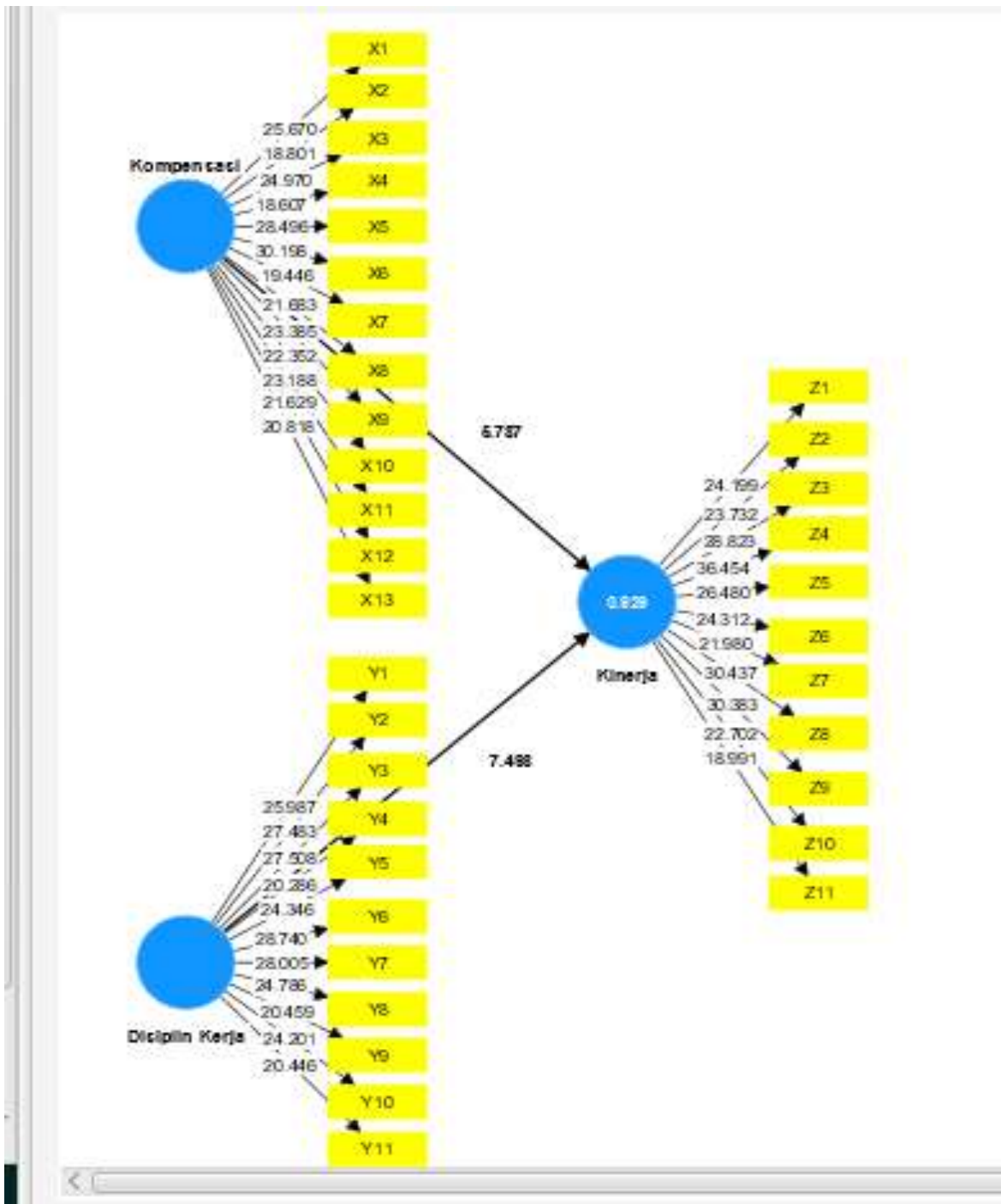### 4.2 Evaluation of Structural Model (Inner Model)

Figure 1 Inner Model
Source : SMARTPLS, 2023

4.2.1 F Square (Effect Size)
The F-Square test is conducted to determine the relative influence of independent latent variables on the dependent latent variable. According to Ghozali & Latan (2015), the criteria for measuring F-Square are as follows:

1. An f^2 value of 0.35 indicates a significant influence, where the independent latent variables have a large effect on the dependent latent variable.
2. An f^2 value of 0.15 suggests a moderate or medium influence, signifying that the independent latent variables have a moderate effect on the dependent latent variable.

3. An f² value of 0.02 indicates a small influence, meaning that the independent latent variables have a small effect on the dependent latent variable.

	Performance (Y)
Compensation (X1)	0.225
Work Discipline (X2)	0.470

Tabel 3 F Square Results
Soucre : SMARTPLS, 2023

Based on the result, it can concluded that compensation has an influence of 0.225 on performance, which indicates that compensation has a moderate effect on employee performance. Meanwhile, Work discipline has an influence of 0.470 on performance, suggesting that Work Discipline has a significant impact on employee work performance at PT Sygma Exa Grafika.

4.2.2 R- Square

Variabel	R-Square
Employee Performance	0,926

Tabel 4 R – Square Results
Source : SMARTPLS, 2023

The obtained value of the R-Square is 0.926. Based on the figures in the table, it can be interpreted that the influence of Compensation or variable X1 or Work discipline or variable X2 is 92.6%. The result can be interpreted as both variables having a strong influence on employee performance or Variable Y.

4.3 Employee Performance at PT Sygma Exa Grafika
Based on the analysis, the average score is 375.8 or 75%. If placed on a continuum, this falls into the "Good" category, specifically within the range of 68.% - 84.01%. The item with the highest score is item Z.7, "Able to complete tasks beyond the set targets," with a score of 387 or 77%. On the other hand, the item with the lowest score is item Z.9, "Feel that the ability to use technology as a work tool makes me more effective at work," with a score of 363 or 73%. Despite being the lowest score in the employee performance variable, it still falls into the "Good" category within the interval scale. This implies that employees at PT Sygma Exa Grafika have performed well by Mangkunegara's (2017) criteria. First, they fulfill the dimension of work quality by carrying out tasks according to the specified job description. Second, they have good work quantity, indicated by completing tasks within the specified time. Third, in the dimension of task implementation, employees can complete tasks quickly and effectively. Fourth, in the responsibility dimension, employees are responsible for the tasks assigned to them.

4.4 The Influence of Compensation on Employee Performance at PT Sygma Exa Grafika

No.	Variable Relationship	*Original Sample Estimates*	*T-Statistics*	*P-Value*	Remarks
1.	Compensation ⟶ Performance	0.576	7.498	0.000	Signifikan

Table 5 Hypothesis testing results
Source: SMART-PLS (2023)

Based on the results of hypothesis testing. The T-Statistic value for the compensation variable (X1) is 7.498, which is greater than >1.960. With a significance value (P-Value) below 0.05, it can be concluded that compensation has a significant influence on employee performance at PT Sygma Exa Grafika. The F-Square test results indicate that compensation has a 0.225 impact on performance, falling within the range of 0.15 according to Ghozali & Latan's (2015) theory, signifying a moderate influence on the daily work performance of employees at PT Sygma Exa Grafika. The Compensation variable also has an AVE value of 0.645, which is valid, suggesting that higher compensation leads to better employee performance.

This study aligns with previous research conducted by Iptian et al. (2020), stating a positive and significant effect on the performance of employees at PT Tirta Kencana Tata Warna in Bengkulu. Therefore, higher compensation correlates with better employee performance. The findings are also supported by Hankir's (2020) research in the hotel industry, indicating a positive effect between compensation and employee performance.

Further research conducted by Brasillo and Tridayanti (2020) (2020)reveals a significant effect of both direct and indirect compensation on performance, whether simultaneously or partially. This study is consistent with research on IT companies in Dhaka, Bangladesh, by Haque et al. (2019), which suggests no direct influence between direct and indirect compensation on performance. However, a positive relationship exists between direct and indirect compensation and performance.

4.5 The Influence of Work Discipline on Employee Performance at PT Sygma Exa Grafika

No.	Variable Relationship	Original Sample Estimates	T-Statistics	P-Value	Remarks
1.	Work Discipline → Performance	0.426	5.787	0.000	Signifikan

Table 6 Hypothesis testing result
Source: SMART-PLS (2023)

Based on the results of hypothesis testing. The T-Statistic value for the Work Discipline variable (X2) is 5.787, which is greater than >1.960. With a significance value (P-Value) below 0.05, it can be concluded that work discipline has a significant influence on employee performance at PT Sygma Exa Grafika. The F-Square test results indicate that work discipline has a 0.470 impact on performance, falling within the range of 0.35 according to Ghozali & Latan's (2015) theory, signifying a significant influence on the daily work performance of employees at PT Sygma Exa Grafika. Work discipline also has an AVE value above 0.50, specifically 0.659, which is valid and indicates that higher levels of employee discipline will correspondingly increase their performance.

This study aligns with previous research conducted by Iptian et al. (2020), stating that work discipline has a positive and significant effect on performance. This conclusion is supported by the findings of Efendi et al. (2020), who also concluded a positive and significant influence on employee performance. Kirana et al.'s (2020) research support this statement, emphasizing the positive and significant impact of work discipline. This underscores the importance of discipline as a crucial function for organizations to achieve their goals because good employee discipline enhances the overall performance of the company.

5. Conclusion
The conclusions drawn from the research on the influence of compensation and work discipline on the performance of daily-wage employees at PT Sygma Exa Grafika are as follows:

1. Compensation at PT Sygma Exa Grafika is overall categorized as "Good," indicating that the company has implemented compensation practices effectively.

2. Work discipline at PT Sygma Exa Grafika is also classified as "Good" overall, signifying that all daily-wage employees at the company demonstrate good work discipline.

3. Employee performance at PT Sygma Exa Grafika is classified as "Good" overall, indicating that the work performance of daily-wage employees at the company is commendable.

4. Based on the research findings, the influence of compensation on employee performance is significant, with compensation having a moderate impact on the performance of daily-wage employees at PT Sygma Exa Grafika.

5. The research also reveals that the influence of work discipline on employee performance is significant, with work discipline having a substantial impact on the performance of daily-wage employees at PT Sygma Exa Grafika.

5.1 Study Limitations

1. The study has a limited demographic representation; the study's population and sample may still lack a comprehensive representation of a diverse demographic.

2. The study may lack variable exclusion. Because the research focused primarily on compensation and work discipline and may neglect the examination of other potentially influential variables.

3. The reliance on specific theories and methods might restrict the breadth of insights gained. Diversifying theoretical frameworks and research methodologies could offer a more comprehensive understanding of the relationships under investigation. The study employed certain indicators and dimensions to measure compensation, work discipline, and performance. It is acknowledged that alternative indicators and dimensions could yield different results.

5.2 Future Research

1. A broader population and sample are needed to investigate compensation and work discipline and their impact on the performance of freelance employees.

2. For future researchers, it is suggested that other variables that are more focused on the influence of compensation and work discipline on the performance of freelance employees be tested.

3. To explore theories and methods, incorporating the latest theories and employing different indicators and dimensions to examine the influence of compensation and work discipline on the performance of freelance employees.

Conflicts of Interest: The authors declare no conflict of interest.
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