

Analyzing the Impact of Work Discipline on the Performance of Employees at PT. POS Indonesia Pamulang Branch with Compensation as a Moderating Factor

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ABSTRACT

PT POS Indonesia operates across three core business areas: logistics, financial services, and the delivery of mail and packages. This research aims to examine the indirect role of compensation as a moderating variable that either strengthens or weakens the effect of work discipline on employee performance, utilizing linear regression analysis. The findings indicate that: (1) Discipline has a significant positive impact on employee performance, as evidenced by a t-value of 12.658, which is greater than the critical t-value of 1.983. This suggests that discipline contributes to 61.1% of the variation in employee performance. (2) Compensation also plays a significant role, as it enhances the effect of discipline on performance. This is supported by an F-value of 62.59, exceeding the F-table value of 3.086. In this context, both workload and motivation collectively explain 65.3% of the variance in employee performance.

INTRODUCTION

PT POS Indonesia operates in three main sectors: logistics, financial services, and mail and parcel delivery. Despite offering a wide array of products from each sector, the mail and parcel segment remains the company's primary focus. In contrast, logistics and financial services are relatively newer ventures that the company has only recently begun to develop. As such, it can be concluded that mail and parcel delivery serves as the core business and main profit center of PT POS Indonesia.

The evolution of the global business environment in the era of globalization has intensified competition across industries. PT POS Indonesia now faces growing competition not only from international entities but also from emerging domestic private sector players in the postal industry, challenging its previously uncontested market position.

To stay competitive in this increasingly dynamic marketplace, businesses must continuously innovate and improve. Organizations are required to achieve goals more swiftly and effectively to gain a strategic advantage over competitors. One of the key resources for maintaining such competitiveness is human capital. It is essential for companies to assess the quality of their human resources to strategically position individuals within the organizational structure based on expertise and skill.

Human resource quality significantly influences a company's development and overall performance. According to Ery Teguh Prasetyo and Puspa Marlina (2019:23), citing Mangkunegara, performance is defined as the quality and quantity of work completed by an employee in accordance with their assigned responsibilities.

One of the critical factors that impact employee performance is work discipline. Hasibuan (2019:193) defines work discipline as the awareness and willingness of an individual to comply with organizational rules and regulations. Discipline is crucial for both personal and collective productivity, as it guides employees to adhere to policies and maintain high standards of work.

Another important element influencing performance is compensation. As stated by Handoko in Yurianto et al. (2020), compensation refers to the organization's approach to rewarding employees for their contributions toward achieving business objectives. Fair and well-structured compensation plays a vital role in enhancing employee motivation and performance. To be effective, compensation systems must be equitable, aligned with employee expectations, and capable of recognizing and rewarding achievements. When these conditions are met, employees are more likely to comply with organizational directives and perform at their best.

Research by Yulandri and Onsardi (2020) supports this by showing that both work discipline and compensation have a significant impact on employee performance.

Based on this background, the research is titled: "The Influence of Work Discipline on Employee Performance at PT. POS Indonesia Pamulang Branch with Compensation as a Moderating Variable."

LITERATURE REVIEW

Work Discipline

According to Affandi (2021:11), work discipline refers to a set of rules or directives established by an organization's management, intended to ensure that all members comply with existing policies. This compliance fosters behavioral patterns that reflect the values of obedience and order within the workplace. Similarly, Agustini (2019:89) defines discipline as a form of adherence to company rules and norms, aimed at enhancing employee commitment in reaching organizational or corporate objectives.

Work discipline can generally be categorized into two types: preventive discipline and corrective discipline. As stated by Mangkunegara (2020:129):

1. Preventive Discipline

This refers to proactive measures taken to encourage employees to follow established rules and procedures. The goal is to minimize violations by fostering awareness and understanding of company policies.

2. Corrective Discipline

This involves efforts to correct behavior after a violation has occurred, guiding employees back toward compliance with organizational rules and regulations.

Rivai, According to Alfiah (2019), outlines five key indicators of work discipline:

1. Regular attendance and punctuality
2. Adherence to organizational rules and policies
3. Compliance with established work standards
4. Maintaining a high level of awareness and responsiveness at work
5. Demonstrating ethical behavior in the workplace

Compensation

According to Handoko in Sutrisno (2019:183), "Compensation is a very broad form of appreciation given by the company to employees who have contributed to the progress of the company as an effort to repay the services they have provided". According to Eny (2019: 37), compensation can be interpreted as a form of reward given to employees as a form of appreciation for the contributions and work they have given to the organization.

Hasibuan in Risnawati (2020: 121) divides compensation into two main types:

1. Direct Compensation

Namely rewards given directly to employees in the form of salaries, wages, and incentives based on performance.

2. Indirect Compensation

Also called employee benefits or welfare, which is a form of additional compensation (both financial and non-financial) given according to company policy. The purpose of this compensation is to improve the overall welfare of employees through various facilities or additional services beyond the basic salary.

According to Simamora in Dahlia (2022), "Compensation is the provision of direct and indirect rewards, in the form of money or goods to employees as

compensation for services provided to the company". The indicators of compensation are:

1. Salary and Wages
2. Incentives
3. Allowances
4. Facilities

Employee Performance

According to Afandi (2021:84), performance refers to the work results that a person or group of people in a company can achieve in accordance with their respective authorities and responsibilities in order to achieve organizational goals illegally, while not violating the law or going against morals (behavior) and ethics. Meanwhile, Mangkunegara (2020:67) defines performance as the work results in terms of quality and quantity accomplished by an employee in carrying out his duties according to the obligations allocated to him.

According to Mangkunegara (2021:15), several factors that influence employee performance are as follows:

1. Ability factor
2. Motivation factor

According to Mangkunegara (2019:75), there are several performance indicators, including:

1. This work quality is how well an employee does what should be done. The indicators used are accuracy, precision, skills and cleanliness
2. This work quantity is in the form of time spent working, how fast the employee completes his work. The main indicator is how much and how quickly the work is completed.
3. The implementation of this work is in the form of whether or not an employee can be relied on to follow instructions properly and carefully
4. Responsibility for work is in the form of an employee's attitude towards the company, towards other employees and in carrying out the work given by the Company
5. Encourages internal initiative and problem-solving, rather than relying on commands from superiors or assuming responsibility for already assigned tasks.

Previous Research

One of the supporting data that according to researchers needs to be used as a separate item is previous research that is relevant to the problems being discussed in this research, including:

1. A study by I Made Aryata and I Gede Marendra, published in Pamulang University Journal, Vol. 13 No. 1 (2023), titled "The Influence of Work Discipline on Employee Performance with Compensation as a Moderating Variable at PT Solusi Energy Nusantara", found that work discipline did not have a direct significant effect on employee performance, with a p-value of 0.698. However, compensation showed a positive and significant influence on employee performance, with a

p-value of 0.001. Interestingly, when compensation was introduced as a moderating variable, the relationship between work discipline and employee performance became significant, indicated by a p-value of 0.002.

2. A study by Olivia S. Nelwan and Yantje Uhing, published in EMBA Journal, Vol. 11 No. 1, January 2023, pages 395–404, titled "The Effect of Compensation, Work Experience, and Happiness on Employee Performance at PT. Massindo Sinar Pratama Tbk Manado", revealed that compensation, when tested individually, did not have a positive and significant impact on employee performance. However, both work experience and happiness had positive and significant effects. When analyzed simultaneously, all three variables—compensation, work experience, and happiness—were found to have a positive and significant effect on employee performance.
3. A study by Darmadi, N. Lilis Suryani, and Ratna Sari, published in ARASTIRMA Journal, Pamulang University, Vol. 2 No. 1, February 2022, pages 140–148, titled "The Effect of Compensation and Job Training on Employee Performance at PT Energizer Indonesia", concluded that compensation significantly affects employee performance at PT Energizer Indonesia. In addition, job training also showed a significant influence. When assessed together, both compensation and job training were found to have a simultaneous significant impact on improving employee performance within the company.

Research Framework

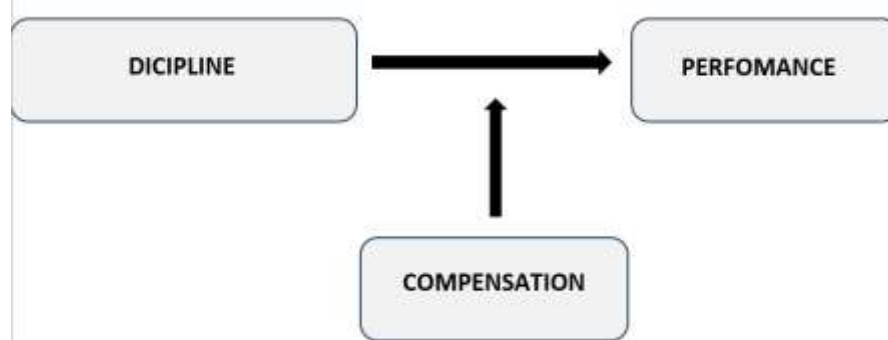


Figure 1. Research Framework

Hypothesis Development

Based on the discussion above, a temporary conclusion can be drawn in the form of a research hypothesis, namely:

H01: Discipline has no significant impact on employee performance at PT POS Indonesia Pamulang Branch.

Ha2: Discipline significantly impacts employee performance at PT POS Indonesia Pamulang Branch.

H02: Compensation has no impact on employee performance at PT POS Indonesia Pamulang Branch.

Ha2: Compensation either strengthens or weakens the impact of discipline.

METHODOLOGY

This type of research uses a quantitative method with a probabilistic character using multiple regression analysis. The method used to analyze the data is multiple linear regression with a series of instrument tests and classical assumption tests.

According to Sugiyono (2019:126) population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population was all employees of PT POS Indonesia Pamulang Branch, totaling 139 people.

In this study, the researcher used the Slovin technique. According to Ghozali (2018 in Hadaina 2020), the Slovin technique is a formula used to find the sample size that is considered to represent the entire population. Determination of the sample in this study using the Slovin formula, namely as follows.

$$n = \frac{N}{2 + N (e)^2} \dots\dots\dots(1)$$

By using an error of 5%, it can be concluded that the sample in this study was 104 people.

Data analysis techniques used in this research include:

1. Descriptive Analysis
2. Normality Test
3. Validity and Reliability Test
4. Multicollinearity Test
5. Heteroscedasticity Test
6. Autocorrelation Test
7. Regression Analysis
8. Correlation Analysis and Determination Coefficient
9. Hypothesis Test

RESEARCH RESULT

Descriptive Analysis

From the table below, it is known that most of the respondents, or around 72%, are female.

Tabel 1. Gender

Gender	Amount
Man	29
Woman	75
TOTAL	104

From the table below, it is known that the majority of respondents or around 91% are aged 20-30 years.

Tabel 2. Respondent's Age

Age	Amount
20-30 Years	95
31-40 Years	7

41-50 Years	0
>50 Years	2
TOTAL	104

From the table below, it is known that most respondents have a high school/vocational school educational background, around 54%.

Tabel 3. Respondent's Education

Education	Amount
SMA/SMK	56
Diploma	6
S1	40
S2	2
TOTAL	104

From the table below, it is known that the majority of respondents or around 55% have worked for less than 1 year.

Tabel 4. length of work

Work	Amount
<1	57
2-3	31
4-5	9
>5	7
TOTAL	104

Normality Test

The graph below shows that the points are scattered across the line and follow the diagonal line. As a result, the data can be determined to have a normal distribution.

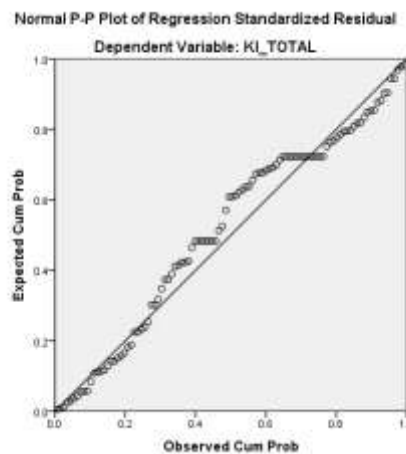


Figure 2. Normality Test

Validity and Reliability Test

Based on the table below, it is known that all indicators in the discipline variable are declared valid. Where the Corrected Item-Total Correlation value is greater than the r table (0.19271) and is declared reliable with a Cronbach's Alpha value if Item Deleted > 0.6

Tabel 5. Validity and Reliability Test of Discipline Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DI_1	39,9712	18,669	,725	,895
DI_2	39,8558	18,707	,649	,899
DI_3	40,0577	18,540	,430	,921
DI_4	39,9712	18,106	,711	,895
DI_5	39,9808	18,504	,737	,894
DI_6	39,9904	18,204	,756	,893
DI_7	40,1346	17,690	,742	,893
DI_8	39,9519	18,629	,758	,894
DI_9	39,9423	18,948	,617	,901
DI_10	39,8654	18,739	,734	,895

The table below shows that all indications in the compensation variable are stated to be valid. Where the Corrected Item-Total Correlation value exceeds the r table (0.19271) and is declared as reliable with a Cronbach's Alpha value if Item Deleted > 0.6.

Tabel 6. Validity and Reliability Test of Compensation Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KS_1	27,7115	22,382	,771	,904
KS_2	27,7019	22,736	,765	,904
KS_3	27,7404	21,942	,781	,903
KS_4	27,7500	21,316	,775	,904
KS_5	27,8173	22,170	,775	,903
KS_6	27,7404	22,582	,729	,907
KS_7	27,5288	24,640	,628	,915
KS_8	27,4519	24,774	,609	,916

Based on the table below, it is clear that all indicators in the employee performance variable are legitimate. The Corrected Item-Total Correlation value is greater than the r table (0.19271) and is judged reliable with a Cronbach's Alpha value if Item Deleted > 0.6.

Tabel 7. Validity and Reliability Test of Performance Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KI_1	38,9423	18,890	,632	,895
KI_2	38,8173	19,374	,645	,894
KI_3	38,8750	19,722	,608	,896
KI_4	38,9231	19,217	,708	,890
KI_5	39,0577	18,501	,674	,892

KI_6	38,8269	19,368	,611	,896
KI_7	38,9135	19,342	,639	,894
KI_8	38,8750	19,606	,701	,891
KI_9	38,9231	18,557	,719	,889
KI_10	38,9231	18,712	,658	,893

Multicollinearity Test

Based on the results of the multicollinearity test conducted, it is known that the tolerance value obtained is <0.1 and $VIF >10$. This is a symptom of multicollinearity in the data analyzed as seen in the table below.

Tabel 8. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	34,585	9,613		3,598	,001		
DI_TOTAL	,124	,216	,122	,574	,567	,077	12,946
KS_TOTAL	-,897	,356	-1,007	2,521	,013	,022	45,956
DI_KS	,022	,008	1,567	2,911	,004	,012	83,463

According to Murniati et al (2013: 95) the way to overcome the problem of multicollinearity in using moderation variables is by doing mean-centering. Based on the results of the mean-centering carried out, it was found that the tolerance value was >0.1 and $VIF <10$ so it can be concluded that there are no symptoms of multicollinearity.

Tabel 9. Mean Centering 4. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	42,895	,306		140,135	,000		
MC_DI	,826	,084	,812	9,849	,000	,511	1,957
MC_KS	,089	,066	,100	1,345	,182	,631	1,584
MCDI_MCKS	,022	,008	,196	2,911	,004	,769	1,301

Heteroscedasticity Test

Based on the table below, it is known that the direct influence of the discipline variable on employee performance can be said that the regression equation model does not experience heteroscedasticity or passes the heteroscedasticity test. Where the Sig. value (2-tailed) on the Unstandardized Residual > 0.05

Tabel 10. Heteroscedasticity Test of Discipline Variables on Employee Performance

			DI_TOTAL	Unstandardized Residual
Spearman's rho	DI_TOTAL	Correlation Coefficient	1,000	.226*
		Sig. (2-tailed)		,021
		N	104	104
Unstandardized Residual		Correlation Coefficient	.226*	1,000
		Sig. (2-tailed)	,021	
		N	104	104

Based on the table below, it is known that the indirect influence of the discipline variable moderated by the compensation variable on employee performance can be said that the regression equation model does not experience heteroscedasticity or passes the heteroscedasticity test. Where the Sig. value (2-tailed) on the Unstandardized Residual > 0.05

Tabel 11. Heteroscedasticity Test of Discipline and Compensation Variables on Employee Performance

			MC_DI	MC_KS	MCDI_MC KS	Unstandardized Residual
Spearman's rho	MC_DI	Correlation Coefficient	1,000	.572**	,104	,064
		Sig. (2-tailed)		,000	,294	,516
		N	104	104	104	104
	MC_KS	Correlation Coefficient	.572**	1,000	,162	,033
		Sig. (2-tailed)	,000		,099	,740
		N	104	104	104	104
	MCDI_MCK S	Correlation Coefficient	,104	,162	1,000	-,067

		nt			
	Sig. (2-tailed)	,294	,099		,498
	N	104	104	104	104
Unstandardized Residual	Correlation Coefficient	,064	,033	-,067	1,000
	Sig. (2-tailed)	,516	,740	,498	
	N	104	104	104	104

Autocorrelation Test

Based on the results of the autocorrelation test, where equation 1 is the direct influence of the discipline variable on employee performance and equation 2 is the influence of work discipline moderated by compensation on employee performance, it is stated that there is no autocorrelation, where the DU value <DW <4-DU as seen in the table below.

Tabel 12. Autocorrelation Test

Equation	DU	DW	4-DU
1	1,7402	2,034	2,2598
2	1,7402	2,127	2,2598

Regression Analysis

Equation 1: The Direct Effect of Discipline on Performance.

Based on the findings of the linear regression analysis carried out, the linear regression equation function for equation 1 is as follows:

$$Y = 7,912 + 0,795 X1 + 0,393e \dots \dots \dots (2)$$

Y = Performance

X1 = Dicipline

Tabel 13. Linear Regression Analysis Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	7,912	2,806		2,820	,006
DI_TOTAL	,795	,063	,782	12,658	,000

Equation 2 (Direct Effect of Discipline on Performance Moderated by Compensation)

From the results of the linear regression analysis carried out, the linear regression equation function for equation 2 is as follows:

$$Y = 42,895 + 0,826X1 + 0,089X2 + 0,022M + 0,358e \dots \dots \dots (2)$$

Y = Performance

X1 = Dicipline

X2 = Compensation

M = Moderating Compensation Variable

Tabel 14. Linear Regression Analysis Equation 2

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	42,895	,306		140,135	,000
MC_DI	,826	,084	,812	9,849	,000
MC_KS	,089	,066	,100	1,345	,182
MCDI_MCKS	,022	,008	,196	2,911	,004

Correlation Analysis and Determination Coefficient

Equation 1

The correlation test results show that Discipline has a correlation value (r) of 0.782. The obtained coefficient of determination value r^2 is 0.611 or 61.1%, which suggests that discipline has an influence of 61.1%, and the remaining 38.9% is influenced by other factors.

Equation 2

The correlation test results show that Discipline and Compensation have a correlation value (r) of 0.808. The coefficient of determination value obtained r^2 is 0.653 or 65.3%, which suggests that Discipline and Compensation have an influence of 65.3%, and the remaining 34.7% is influenced by other factors.

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Equation 1

The hypothesis test results show that discipline has a considerable impact on employee performance, with a calculated t value of 12.658 (higher than the t table value of 1.983) and a significance value of < 0.05 .

Tabel 15. Hypothesis t-test

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	7,912	2,806		2,820	,006
DI_TOTAL	,795	,063	,782	12,658	,000

Equation 2

The hypothesis test revealed that Compensation, as a moderating variable, has a significant impact on Discipline towards Employee Performance, with a computed F value (62.59) higher than the F Table (3.086) and a significance value < 0.05 .

Tabel 16. F Hypothesis Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1570,220	3	523,407	62,590	.000 ^b
Residual	836,242	100	8,362		
Total	2406,462	103			

DISCUSSION

Equation 1

From the results of the analysis conducted, it is known that Discipline has a significant effect on Employee Performance with a calculated t value (12.658) > t table (1.983). Where discipline has an influence of 61.1% on employee performance. With the Linear Regression function $Y = 7.912 + 0.795 X_1 + 0.393e$

Equation 2

From the results of the analysis conducted, it is known that Compensation Has a Significant Influence Where Compensation Strengthens the Influence of Discipline on Employee Performance with a calculated F value (62.59) > from F Table (3.086). Where workload and motivation have an influence of 65.3%. With Linear Regression Function $Y = 42.895 + 0.826X_1 + 0.089X_2 + 0.022M + 0.358e$

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research conducted, it can be concluded that:

- a. Discipline has a significant influence on employee performance so Ho1 is rejected and Ha1 is accepted
- b. Compensation as a moderating variable has an influence where compensation strengthens the influence of discipline on employee performance so that Ho2 is rejected and Ha2 is accepted.

ADVANCED RESEARCH

The many factors that may influence the performance of PT POS Indonesia employees and the limited time in conducting research mean that further research is needed to determine other factors that have not been researched in order to determine whether these factors have a significant influence on the performance of PT POS Indonesia employees.

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