

**THE EFFECT OF COMPENSATION, WORK DISCIPLINE AND
JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT THE
MAPPI REGENCY REGIONAL SECRETARIAT OFFICE**

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Abstract

The focus of this study is on the practical issue of employee performance not meeting expectations in the Mappi Regency Secretary's office, with an average achievement rate of 83% over the past three years. Factors such as compensation, work discipline, and job satisfaction have been identified as influences on performance. The main aim of the research is to examine and assess the factors that have a significant impact on performance. The method employed in this study is causality, which seeks to understand the relationships between variables based on established theories. Participants were chosen using accidental sampling, with a total of 60 individuals included in the study. The Likert scale was utilised for measuring variables in this research. Data analysis was conducted using multiple regression statistics through SPSS software. The findings revealed that compensation, work discipline, and job satisfaction collectively had a positive and noteworthy impact on the performance of employees in the Mappi Regional Secretariat. These results support and enhance the conclusions of prior studies and align with existing theories.

Keywords: *Compensation, Job Satisfaction, Performance, Work Discipline*

1. INTRODUCTION

The issue of the performance of the Mappi Regional Secretariat has become an ongoing discourse within the Mappi Regional Government. "Nevertheless, the Mappi Regional Secretariat has experienced a decline in its development performance so far. Surprisingly, according to research data collected over the past 3 years, the average performance of the Mappi regional secretariat was 83% in 2021, 84% in 2022, but dropped to 82% in 2023." The overall performance achieved by the Mappi Regency Secretariat every year, apart from a decrease, always does not reach the predetermined target. The same problem in terms of community satisfaction assessing the performance of the Mappi Regency Regional Secretariat, the Community Satisfaction Index shows an average of 62% from a scale of the lowest 25% and the highest 100% or in the less satisfied category.

Compensation factors are believed to play a key role in the performance of employees at the Mappi Regency Secretariat. According to a study by Rahayu et al. (2022), compensation is considered as a primary factor that can enhance the performance of civil servants in the Mappi Secretariat. Similarly, Saputro et al. (2022) suggest that fair compensation can motivate employees to excel in their roles, leading to improved performance. Several studies, including those by Andriani & Faris (2022), Mukson (2024), and Indriani et al. (2024), have all highlighted the positive impact of

compensation on employee performance. Research by Sutoro et al. (2020) further substantiates the notion that the quality and quantity of compensation can significantly influence employee performance.

Research conducted by Hutabarat et al. (2023) revealed that compensation does not have a significant effect on employee performance. According to their findings, company employees' compensation packages have not led to improved work activities or increased performance outcomes. This lack of influence is evident across bonus salaries, basic salaries, and allowances, suggesting that these factors do not contribute to enhancing performance or job satisfaction. The researchers suggest that companies, particularly their leaders, need to reconsider how compensation is offered as a means to drive employee performance and satisfaction. Similarly, studies conducted by Rachman (2022) and Pristiawati & Santoso (2021) also support the idea that compensation does not necessarily translate to better performance results.

The second factor expected to influence employee performance is work discipline. At the Regional Secretariat of Mappi Regency, employee work discipline is characterised by adherence to organisational rules and a willingness to face the consequences for any violations. According to Kirana et al. (2022), there is a correlation between employee discipline and performance, with high work discipline leading to improved performance. Research by Padmanty & Abdurrahman (2022) and McCarter et al. (2022) also supports this finding. However, Sari et al., (2022) discovered that simply being disciplined in terms of work hours does not necessarily translate to improved performance. On the other hand, studies by Kibar et al. (2023), Irawan et al. (2021) and Pramularso & Anggraeni (2023) suggest that work discipline does not always have a direct impact on performance. In contrast, research by Nurjaya (2021) reveals a positive and significant relationship between work discipline and employee performance. Budiman & Steven (2021) have also found that work discipline plays a role in influencing employee performance, in agreement with Nurjaya et al (2021) results.

The third factor that is expected to enhance the performance of Civil Servants at the Mappi Regional Secretariat is job satisfaction. Abbas & Astuty (2023) reveals that job satisfaction is a crucial element in any organization or company, influencing performance positively. Imanuel & Djawoto (2022) suggests that satisfied employees tend to be more productive, motivated, and engaged compared to those who are not content with their jobs. Pudjiarti et al. (2023) further indicate that higher levels of job satisfaction lead to better performance among employees. Several studies by Azhari et al. (2021); Subiyanti & Trisnadi (2022); and Purwanto & Arisanti (2023) support the idea that job satisfaction plays a significant role in enhancing performance. However, Karosa et al. (2024) found no correlation between job satisfaction and performance in their research. Similarly, Purwanto (2020) also concluded that job satisfaction does not impact performance. On the contrary, studies by Sembiring et al. (2021) and Fajri et al. (2022) suggest a direct relationship between job satisfaction and performance. Nurrohmat & Lestari (2021) aligns with this, demonstrating the influence of job satisfaction on performance.

The differences in the research findings above indicate that further research needs to be done. Novelty in this study lies in the compensation variable, this is evidenced by researchers from the results of Vosviewer output, where network visualization shows the point of the compensation variable is at a distant point from the work discipline and job satisfaction variables on employee performance. Then overlay visualization shows that research related to the compensation variable needs to get renewed, increasing research

on the compensation variable is most researched in mid-2020, while from 2021 to 2024 there are few studies related to this variable.

2. LITERATURE REVIEW

2.1. Compensation

Compensation has an explanation by Mondy in Sudaryo et al. (2019) is “a provision of results for the services that have been provided by employees to the company in an effort that is expected to provide benefits between each other which are divided into financial compensation and non-financial compensation”. Marwansyah (2019) suggests that compensation is a way for companies to show appreciation to their employees for their hard work, whether through financial or non-financial rewards. Nugraha & Tjahjawati (2017) defines compensation as the income or benefits given by the company to employees in exchange for their services. Lack of sufficient compensation often leads to high employee turnover, making it challenging for organizations to find suitable replacements, especially during recruitment processes.

2.2. Concept of Discipline

Work Discipline is when employees adhere to the rules and conduct standards set by the organisation. It can be seen as a mindset or commitment to following established guidelines. Within the context of work, work discipline refers to employees' attitudes and actions in relation to organisational protocols. Intention, in this sense, is the motivation to act or the readiness to comply with regulations (Irawan et al., 2021).

According to Sutrisno (2010) suggests that work discipline is the mindset of being ready and willing to comply with all the rules and regulations within the organization. A strong sense of discipline among employees will help achieve the company's goals faster, whereas a lack of discipline will act as a hindrance and impede progress. Hasibuan (2017) explains that discipline involves being conscious and eager to abide by both company policies and societal standards. This means individuals will comply with the regulations and fulfill their responsibilities, whether out of choice or necessity.

2.3. Job Satisfaction

Job satisfaction is not about the effort put in or the quality of work done, but rather about how much one enjoys a specific job. It is influenced by a person's emotions or attitudes towards the job itself, pay, career advancement opportunities, management, colleagues, responsibilities, and other factors (Nabawi, 2019). According to Umar (2001), job satisfaction is an individual's feelings and evaluation of their job, particularly in terms of the working conditions, and whether the job fulfills their expectations, requirements, and aspirations. Based on the definitions provided, it can be inferred that job satisfaction is a positive mental state experienced by employees at work when their needs are adequately satisfied.

2.4. Indicators of Employee Performance

Performance refers to the actions or lack of actions by employees. It is the performance of employees that determines their level of contribution to the organisation. Mangkunegara (2013) identifies key performance indicators as follows: a) Quality of work, which refers to meeting set standards and increasing the value of work, often

resulting in higher economic worth. b) Quantity of output, which indicates an increase in the volume or amount of work produced. This can be measured by comparing physical goods produced to previous results. c) Reliability, which highlights how accurately and enthusiastically a person completes assigned tasks. d) Cooperative attitude, which shows willingness to collaborate with others, including superiors and employees from other organisations.

The author suggests that employees should aim to enhance the quality of their work, exhibit reliability, and maintain positive attitudes towards other employees and companies. Leaders have a role in motivating employees to boost their performance (Arianty, 2014).

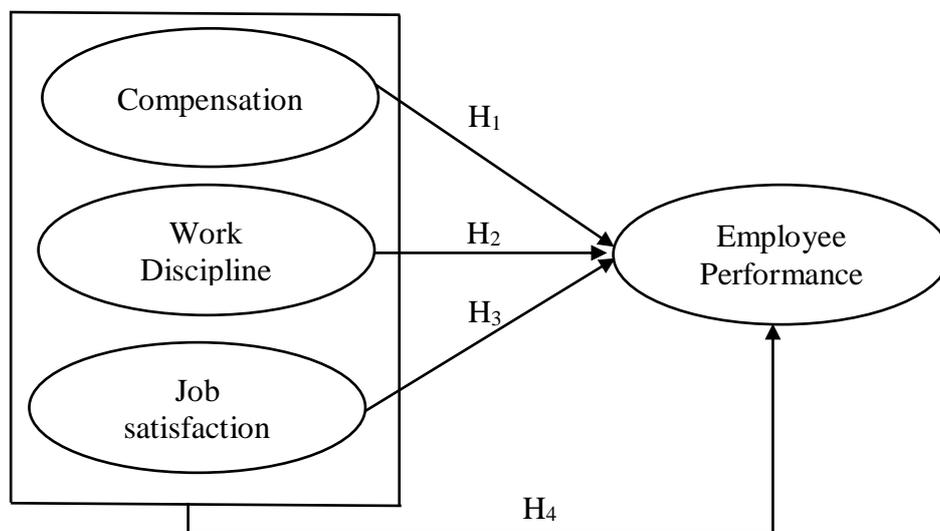


Figure 1. Research Model Framework

Based on the research model framework in Figure 1, the following hypothesis is developed;

2.5. Compensation relationship with employee performance

Providing proper compensation will provide a stimulus for employees to work well. Employees who do their jobs well will produce good performance as well. Thus, the compensation provided by the organization can have an impact on improving employee performance. According to a study by Santika et al. (2023), employees who are fairly compensated by their company are more likely to perform well. Diastuti (2021) highlight the strong and important connection between employee compensation and performance. Studies conducted by Hasbiah et al. (2023), Mukson (2024), and Indriani et al. (2024) all suggest that compensation positively impacts employee performance. In Fauziyah & Farisanu (2022), it was discovered that offering direct compensation such as salaries and performance bonuses can greatly boost employee motivation and productivity. Referring to these empirical studies, the first hypothesis in this study is proposed, namely:

H1: Compensation has a positive influence on employee performance.

2.6. The relationship between work discipline and employee performance

Maintaining a high level of discipline among employees is essential for the overall success of an organisation's management of its workforce. It is important that employees adhere to not only formal rules set by the organisation, but also demonstrate a sense of accountability towards their responsibilities as part of the team. Employees who possess strong discipline tend to exhibit better performance compared to those who lack it. Recent studies conducted by Mukson (2024) highlight the influence of employee discipline on performance outcomes. Similarly, research by Rahmawati & Nurhadian (2023) underscores the positive impact of work discipline on employee performance. With reference to these academic investigations, the study introduces a second hypothesis:

H2: Work discipline has a positive influence on employee performance.

2.7. Relationship between job satisfaction and employee performance

Every employee will experience varying levels of job satisfaction based on their individual expectations. One way to maintain job satisfaction is by allowing employees to communicate their aspirations and expectations regarding their job and organisation. It is believed that fostering job satisfaction among employees can lead to increased performance. Recent research by Fajri, et al. (2022), confirms the impact of job satisfaction on performance. Similarly, Nurrohmat & Lestari (2021) found a positive and significant correlation between job satisfaction and employee performance. Building on these findings, the study posits a third hypothesis:

H3: Job satisfaction has a positive influence on employee performance.

2.8. Simultaneous relationship between compensation, work discipline and job satisfaction on performance

Employee performance can be influenced by various elements, both internal and external. Factors such as compensation, work discipline, and job satisfaction play a crucial role in determining employee performance within an organisation. Recent research conducted by Fajri, et al. (2022) highlights the impact of job satisfaction and work discipline on employee performance. When these triggering factors are met, employees tend to exhibit consistent and reliable performance in their roles. Drawing on these research findings, the study puts forward a fourth hypothesis:

H4: Compensation, work discipline and job satisfaction simultaneously affect employee performance.

3. RESEARCH METHODS

When conducting research, the methodology plays a crucial role in guiding the process towards achieving the desired research goals (Ohoiwutun et al., 2024). Research methods serve as a systematic approach to gather reliable data in order to explore, develop, or validate specific knowledge that can be applied to address issues in a particular field. Different types of research methods can be categorised based on the field of study, research objectives, methodology, level of detail, and time frame. Research can be classified into academic, professional, or institutional research based on the field of study, and into pure or applied research based on the objectives at hand (Winando, 2024).

This particular study adopts a quantitative research approach, utilising primary data collected through questionnaires. The research is conducted at the Regional Secretary

office in Mappi, South Papua Province. The study population consists of 153 employees from the Regional Secretary office, and a sample of 60 individuals is selected using the Slovin formula. Data analysis in this study involves multiple linear regression analysis, as well as individual (t-test) and overall (F-test) hypothesis testing.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Multiple Linear Regression Testing and T-Test

The table presented below outlines the results of several statistical tests conducted to determine the impact of compensation, work discipline, and job satisfaction on employee performance.

Table 1. Multiple Linear Regression Test Results and t Tests

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.595	7.098		2.902	.005
	Compensation	.329	.127	.340	2.593	.012
	Work discipline	-.157	.132	.155	-1.187	.240
	Job satisfaction	.263	.127	.255	2.071	.043

a. Dependent Variable: Performance (Y)

Source: Data Processed (2024)

According to the information provided in Table 1, the employee performance variable has an absolute value of 20.595 units before considering factors such as compensation, work discipline, and job satisfaction. Compensation plays a role in increasing employee performance by 0.329 units. The t-test results indicate that compensation has a significant positive impact on employee performance, as the t-count value is 2.593 which is greater than 1.672, further supported by a significance level of 0.012 which is less than 0.05, leading to the acceptance of hypothesis H1.

On the other hand, work discipline seems to have a negative impact on employee performance, with a contribution of -0.157 units. The t-test results show that work discipline does not have a significant effect on employee performance, as the t-count value is 1.187 which is less than 1.672, supported by a significance level of 0.240 which is greater than 0.05, resulting in the rejection of hypothesis H2. This suggests that work discipline has an insignificant influence on employee performance.

In contrast, job satisfaction plays a positive role in improving employee performance, with a contribution of 0.263 units. The t-test results reveal that job satisfaction has a significant positive impact on employee performance, as the t-count value is 2.071 which is greater than 1.672, supported by a significance level of 0.043 which is less than 0.05, leading to the acceptance of hypothesis H3.

To assess the combined impact of compensation, work discipline, and job satisfaction on employee performance, an F-test is conducted.

Table 2. Output of F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	57.258	3	19.086	3.473	.022 ^b
Residual	307.725	56	5.495		
Total	364.983	59			

a. Dependent Variable: Performance (Y)
b. Predictors: (Constant), Job satisfaction (X3), Work Discipline (X2), Compensation (X1)

Data Processed (2024)

According to the findings in Table 2, the factors of employee compensation, work discipline, and job satisfaction have a significant impact on employee performance, as demonstrated by an F count value of 3.473, which is less than 2.77 and a p value of 0.02, which is less than 0.05. This supports the acceptance of hypothesis 4.

4.2. Discussion

4.2.1. The effect of compensation on the performance of employees of the Mappi Regional Secretariat

This research indicates that, to some extent, remuneration positively impacts the performance of employees at the Mappi Regional Secretariat. There is a strong association between compensation and performance. The favorable outcome suggests that by increasing compensation in line with employees' needs, the performance of Mappi Regional Secretariat staff will improve. The respondents' feedback on the questionnaire's compensation section aligned with these findings, demonstrating that most participants strongly agree with direct compensation elements like salaries and performance bonuses that cater to the Mappi Regional Secretariat employees' requirements. Employees who are fairly compensated with salaries and performance bonuses that meet their needs exhibit positive work attitudes, such as heightened focus and increased efforts to enhance their performance, which are acknowledged and sustained by the organization. This research findings are consistent with studies by Santika et al. (2023), Diastuti (2021), and Hasbiah et al. (2023), all of which have highlighted that employees who are compensated appropriately are more likely to exert maximum effort for their company.

4.2.2. The effect of work discipline on the performance of employees of the Mappi regional secretariat

This research indicates that there is little evidence to suggest that work discipline positively impacts the performance of employees at the Mappi Regional Secretariat. The correlation between work discipline and performance is minimal. This non-positive result shows that the more work discipline given by the organization is appropriate, the performance of employees of the Mappi Regional Secretariat will decrease. Employee work discipline only revolves around discipline when visiting the office and filling out absences but has not been disciplined independently in determining the schedule for completing work assignments so that work becomes neglected and does not meet work

targets which then has an impact on decreasing performance. The results of this study are in line with the results of the research results of Muna & Isnowati (2022) which also explained that without the support of other variables such as motivation, work discipline does not have a positive impact on performance, this is because discipline in coming and leaving on time at the office is not necessarily discipline in working. The results of Irawan et al. (2021) and Pramularso & Anggraeni (2023) also show that partially work discipline has no impact on performance.

4.2.3. The effect of job satisfaction on employee performance of the Mappi Regional Secretariat

This research indicates that job satisfaction plays a role, albeit limited, in influencing the performance of employees at the Mappi regional secretariat. There is a high degree of association between job satisfaction and performance. This positive result shows that the increasing job satisfaction felt by employees, the performance of employees of the Mappi Regional Secretariat will increase. This result is also supported by respondents' statements on the descriptive statistical results of distributing questionnaires on job satisfaction variables which show that the average respondent in this study gave a strongly agreed statement on the indicator of work challenges that could be completed to increase self-excitement. Mappi regional secretariat employees who successfully answer job challenges such as the existence of new work system innovations including the implementation of local government administration through a network of online information systems that integrate with each other directly increase a sense of extreme excitement, then have an impact on increasing performance. The results of research by Azhari et al. (2021) Subiyanti & Trisnadi (2022) and Arisanti et al. (2023) also found that job satisfaction partially has a positive and significant effect on improving performance.

4.2.4. The effect of compensation, work discipline and job satisfaction on the performance of Mappi Regional Secretariat employees.

This research indicates that the performance of Mappi Regional Secretariat employees is positively impacted by compensation, work discipline, and job satisfaction working together. There is a strong link between compensation, work discipline, and job satisfaction and employee performance. This positive result shows that simultaneously increasing compensation, work discipline and job satisfaction will be followed by increasing performance. These results are also supported by respondents' statements on the descriptive statistical results of distributing questionnaires on the performance variable which show that the average respondent in this study gave a strongly agreed statement on the work quality indicator on the statement of accuracy in completing tasks. Good work quality in the Mappi Regional Secretariat as a determining factor in improving performance. The quality of work that is meant by work results that do not require corrective action carried out with accuracy and good understanding. The results of this study are in line with the research of Purba et al. (2023) found that simultaneously compensation and work discipline have a positive and significant effect on employee performance. Then, Wati & Leuhery (2021) complement and at the same time strengthen these findings and ideas through research results which show that simultaneously, compensation, work discipline and job satisfaction have a positive and significant effect on employee performance.

5. CONCLUSION

The findings of this research indicate that compensation plays a role in enhancing the performance of employees at the Mappi Regional Secretariat to some extent. Additionally, there is a strong connection between compensation and employee performance at the Mappi Regional Secretariat. In contrast, the influence of work discipline on employee performance at the Mappi Regional Secretariat is not significant. However, there is a strong correlation between work discipline and employee performance at the Mappi Regional Secretariat. Job satisfaction has a positive and notable impact on the performance of employees at the Mappi Regional Secretariat. Moreover, job satisfaction is closely linked to employee performance at the Mappi Regional Secretariat. The combined impact of compensation, work discipline, and job satisfaction on employee performance at the Mappi Regional Secretariat is positive and significant.

To enhance performance, employees at the Mappi Regional Secretariat are advised to focus on improving work discipline. It is crucial to enhance work discipline, particularly in terms of meeting deadlines, by creating a personal work plan to achieve performance goals. Future research should consider expanding the variables under study by including motivation as a potential intervening variable in exploring the impact of compensation, work discipline, and job satisfaction on employee performance.

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