**Employee Performance: The Role of Compensation, Motivation, and Discipline as Intervening in the Era of the Industrial Revolution 4.0**

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**ABSTRACT**

**Objective**: This study analyzes the relationship and influence of motivation, compensation, and work discipline as intervening variables on the performance of PT employees. Telekomunikasi Indonesia (TELKOM) Tbk Balikpapan.

**Methodology**: Using the census method, 113 employees are the population and the entire population is sampled. Data collection with observation and closed questionnaires. The hypothesis tested using Smart-PLS.

**Finding**: The independent variables of compensation and motivation have a significant positive effect on the dependent variables of employee performance. Compensation and motivation also significantly positively affected the intervening variables of discipline. Disciplinary variables have a significant positive influence on employee performance. In addition, discipline can positively mediate the relationship between compensation and motivation in employee performance.

**Conclussion**: Companies need to consider factors such as giving holidays, the relationship between employees and all parties in the internal company, and unwritten company regulations to help increase the integrity of employees' integrity. If these factors can be maximized, then they can help improve employee performance.

**Keywords**: Employee Performance; Discipline; Motivation; Compensation.

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**INTRODUCTION**

The industrial revolution 4.0 encourages people to think quickly and strategically in all things with the help of technology. The Industrial Revolution 4.0 is based on technology integration in specific industries, especially the Internet of technology (Hidayat et al., 2020). The implementation of the 4.0 revolution in the manufacturing industry has challenges, the relationship and interaction between several challenges, namely the challenge of the lack of views and leadership styles from top management and the challenges of implementing the 4.0 industrial revolution in the manufacturing industry (Bakhtari et al., 2020). The challenges of the manufacturing business model are related to the application of the industrial revolution 4.0. The application of the industrial revolution 4.0 involves company management and employee change strategies to improve company and employee performance, with training programs to increase knowledge about the industrial revolution 4.0 (Gajek et al., 2022). Society must increase their understanding of the industrial revolution 4.0 (Balan et al., 2021).

Current technological developments greatly influence individuals and organizations accessing information (Hadikusuma & Siagian, 2022). Information technology has a direct impact from within and influences from outside, integral, and the performance of the company's operational employees. Companies understand the effects of Industrial Investment 4.0 so that it will reduce the absorption of workers with low levels of ability. On the other hand, it will increase the absorption of workers with high levels of ability (Bal & Erkan, 2019). Companies should provide practical recommendations with object-centered information and communication technology (ICT), and emphasize empowering employees with the Internet of Things (IoT) rather than letting them think that they are dominated by autonomous objects (Sievers et al., 2021). Technology and information allow companies to measure performance in different ways and the main factor for company success is a sustainable performance with the support of employee performance (Babel’ová et al., 2015).

Improving ways of thinking can be done by increasing employee motivation, such as providing new opportunities and self-actualization rewards to enhance organizational performance (Lee & Raschke, 2016). Companies need to provide comprehensive motivation in all corporate lines and current employee performance proportionally to employee work (Omollo & Oloko, 2015; Saad, 2018). Motivation can improve work skills, as seen from high and efficient work results, to impact performance (Antoniades & Haan, 2019; Sulila, 2020). Compensation is believed to be one of the factors that can have an impact on employee performance. Better compensation can improve employee performance, so compensation is also essential in efforts to support employee performance (Arif et al., 2019). Providing non-monetary compensation can be one way to improve employee performance. If the compensation given is higher, employees' support and work results will increase (Njoroge et al., 2015).

In addition to motivation and discipline, high employee discipline will improve employee performance. Discipline in complying with company rules has the most significant positive impact on improving employee performance, meaning that good work discipline will support employee performance and increase company value (Bura et al., 2019; Mangkunegara & Waris, 2015). Good work discipline will be beneficial, and in the end, profits will be achieved more quickly, both for the company and employees (Bagis et al., 2020; Simatupang & Saroyeni, 2018). Discipline is proven to be able to significantly improve employee performance by using a basic reference level of attendance, employees must be present on time, employees must dress politely according to rules, such as wearing uniforms according to the specified day, and workers must use working time effectively, before the deadline (Apalia, 2017; Arif et al., 2019). Empirical evidence regarding employee performance is generally measured from the point of view of discipline and motivation, but in this study employee performance is measured from the point of discipline, motivation and compensation. Community, employee, and business lifestyles in the industry 4.0 era will change (Pella, 2021). The impact of this change will occur in the supply chain system, production, quality, finance, audit, promotion, marketing, sales, and customer service, especially the impact on human resources. The impact of changes in the fundamentals of human resources in the industrial era 4.0 is the basis for PT TELKOM Balikpapan City to review employee performance, whether they still have commitment, integrity, drive and teamwork in serving customers who use PT TELKOM Balikpapan City services, seen from the compensation given, motivation and discipline as an intervening variable.

**LITERATURE REVIEW**

**Performance**

The advantages of digitalization from the perspective of providers and customers tend to choose a relational service orientation model (Kamalaldin et al., 2020). Therefore, positive support is needed to improve employee skills and increase employee work results (Antoniades & Haan, 2019). Employee performance is required to ensure objectivity in evaluating employees, it must include all staff because staff cooperation also impacts employee performance (Babel’ová et al., 2015; Fu et al., 2021). Employee performance challenges in the era of the industrial revolution 4.0 require employees to improve their skills to adapt to changes in the work environment. New job and business opportunities for companies can be created with the Industrial Revolution 4.0 and benefits for employees, along with the challenges of automation and digitalization. By improving employee performance in the era of the industrial revolution 4.0 has challenges, but it can improve performance by increasing skills that are tailored to company strategy and company goals.

**Compensation**

Executive compensation is an essential factor in finance, and this shows that when leaders have ties with company owners, it turns out that executive compensation plays a more critical role (Cieslak et al., 2021). By providing compensation based on levels and differences in levels of the job hierarchy, employee performance will increase because a higher amount of compensation can improve performance (Ferrara & Giua, 2022; Kumar et al., 2019). So to improve employee performance, companies should pay more attention to compensation issues (Simon & Riyanto, 2022). There is a strong influence between compensation and employee performance. If the compensation given is high, it will increase performance (Arif et al., 2019; Njoroge et al., 2015).

**Motivation**

Employees prefer employee reward motivation, so managers need to keep more detailed motivational records on all lines of the organization because monetary reward motivation is linear with employee work results (Omollo & Oloko, 2015). Previous research has proven that rewards in the form of money are a good source of motivation (Sardjana et al., 2019; Sulila, 2020). Still, monetary rewards cannot be given and predicted at any time, so they are more valuable when given opportunities for work, self-actualization, and promotions. Employees who receive intrinsic rewards perform better than those who do not. Besides, that reward motivation can improve employee performance (Saad, 2018; Shashidhara & Erez, 2021).

**Discipline**

Discipline can be seen in employees' work according to applicable regulations. Suppose the application of discipline in a company is very high. In that case, it is hoped that the employee's discipline can be further increased so that the productivity of the company's employees increases. In addition, increased work discipline leads to maximum support and work efficiency (Sulila, 2020). There is a positive influence between discipline and employee performance. This is related to attendance, obeying regulations, and good ethics (Farisi & Fani, 2019; Hidayati et al., 2019). On the other hand, employee's discipline level is not related to the minimum time to complete work, so management needs serious attention (Simatupang & Saroyeni, 2018). Raising awareness about discipline is very important because disciplinary implementation policies can help improve and control employee disciplinary behavior by ensuring solid teamwork within the organization (Apalia, 2017). Employee discipline problems need to be addressed with guidelines in planning and managing human resources related to employee discipline (Hidayati et al., 2019).

Based on a literature review of the factors that impact employee performance, the hypotheses in this study include:

H1: Compensation affects discipline.

H2: Motivation affects discipline.

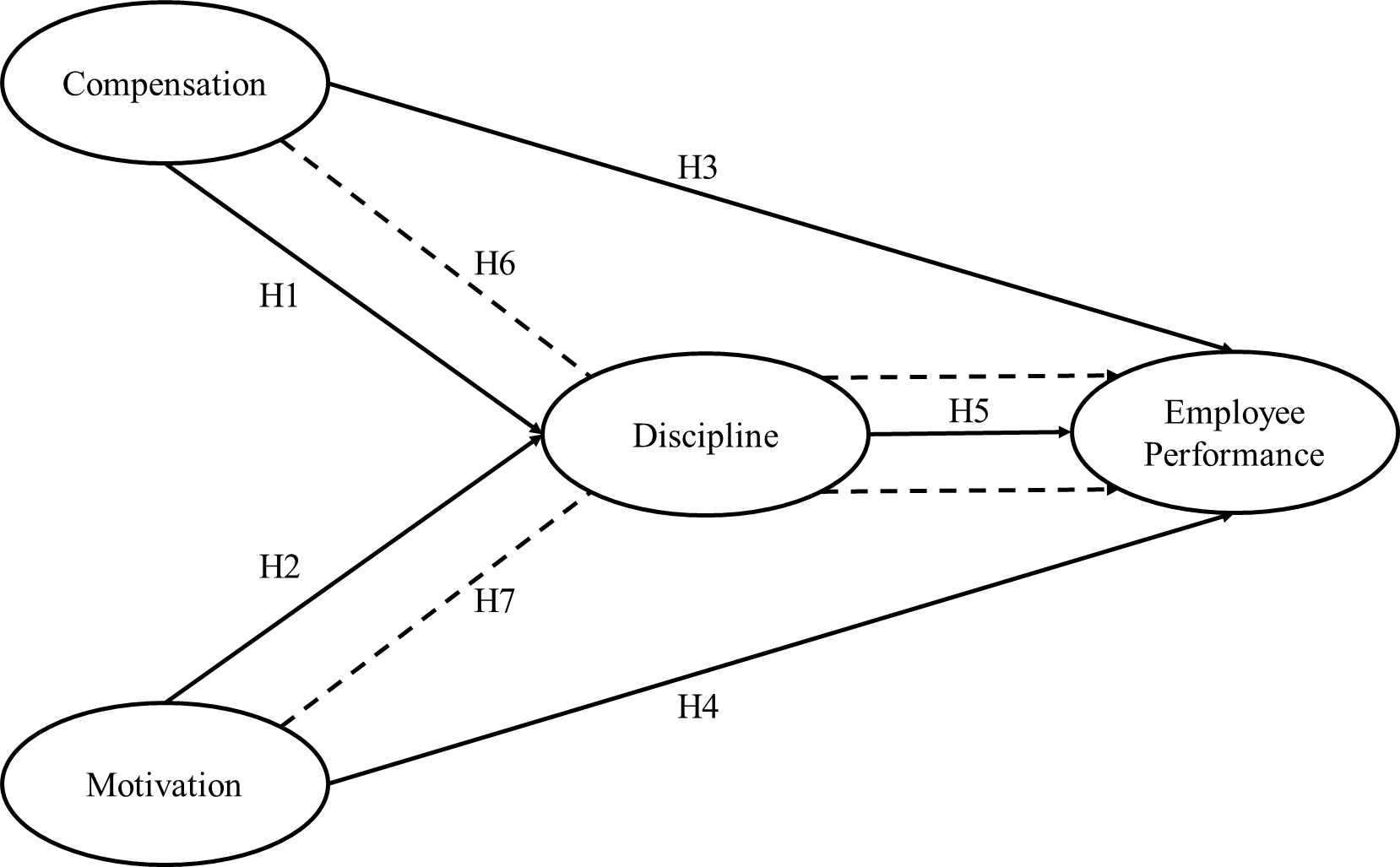
H3: Discipline affects employee performance.

H4: Motivation affects employee performance.

H5: Discipline affects employee performance.

H6: Compensation affects employee performance mediated by discipline.

H7: Motivation influences employee performance mediated by discipline.



**Figure 1.** Research Framework

**METHOD**

This research is explanatory quantitative research to examine the effect of work discipline, motivation, and compensation on employee performance. The sample of this research is all permanent employees of PT Telekomunikasi Indonesia Tbk Balikpapan, totaling 113 people. Data were obtained using a questionnaire, and each answer from the respondent was scored using a Likert scale, namely by giving a score to each alternative answer statement, with a scale of 1 = strongly disagree to 5 = strongly agree (Sugiyono, 2021). The data obtained were processed using the Structural Equation Model (SEM) technique using the Smart-PLS analysis tool.

**RESULTS**

**Outer Model Analysis**

**Table 2.** Operational Variable and Reliability Test

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Cronbach Alpha** | **rho\_A** | **Composite Reliability** | **AVE** |
| **Employee Performance** | 0,870 | 0,879 | 0,847 | 0,719 |
| **Compensation** | 0,854 | 0,867 | 0,847 | 0,653 |
| **Discipline** | 0,740 | 0,747 | 0,882 | 0,560 |
| **Motivation** | 0,810 | 0,825 | 0,807 | 0,723 |

The reliability test is measured by AVE, Cronbach Alpha (CA), rho\_A, and composite reliability (CR) values. The variable is declared reliable if the AVE, Cronbach Alpha, and rho\_A values are greater than 0.50 or the composite reliability value is 0.60. Table 3 shows that this research variable has a composite reliability value greater than 0.60, and the AVE, Cronbach Alpha, and rho\_A values are greater than 0.50, meaning that all variables in this study are declared reliable.

**Table 3.** Discriminant Validity

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Compensation** | **Discipline** | **Employee Performance** | **Motivation** |
| **Compensation** | 0,795 |  |  |  |
| **Discipline** | 0,469 | 0,748 |  |  |
| **Employee Performance** | 0,492 | 0,528 | 0,848 |  |
| **Motivation** | 0,356 | 0,468 | 0,502 | 0,850 |

Based on table 3, each table has a cross-loading value higher than the cross-loading value of other variables with a cross-loading value greater than 0.7, meaning that the constructs in this study have good discriminant validity. The outer model meets the requirements and is declared reliable and valid based on the results.

**Inner Model Analysis**

**Table 4.** Direct Effect

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Original Sample** | **Sample Mean** | **Standard Deviation** | **T -Statistic** | **P- Values** |
| **Compensation 🡪 Discipline** | 0,346 | 0,366 | 0,089 | 3,872 | 0.000 |
| **Motivation 🡪 Discipline** | 0,344 | 0,344 | 0,082 | 4,212 | 0.000 |
| **Compensation 🡪 Employee Performance** | 0,264 | 0,273 | 0,094 | 2,817 | 0,006 |
| **Motivation 🡪 Employee Performance** | 0,281 | 0,291 | 0,102 | 2,752 | 0,007 |
| **Discipline 🡪 Employee Performance** | 0,273 | 0,250 | 0,091 | 3,021 | 0,003 |

The relationship between compensation and discipline can be seen from the t-statistic value of 3.872 > 1.96, so it can be said that there is a positive relationship between compensation and discipline. The positive relationship between discipline and motivation is evidenced by the t-statistic value of 4.212, so there is a positive relationship between motivation and discipline. Compensation with employee performance shows a positive relationship with a t-statistic value of 2.817 > 1.96. Motivation also positively influences employee performance, as seen from the t-statistic value of 2.752 > 1.96. The relationship between discipline on employee performance shows a positive influence, as evidenced by the t-statistic value of 3.021 > 1.96. All variable relationships have a p-value <0.5, meaning that the relationship between variables has a significant influence.

**Table 5.** R-Square and R-Square Adjusted

|  |  |  |
| --- | --- | --- |
|  | **R-Square** | **R Square Adjusted** |
| **Discipline** | 0,323 | 0,311 |
| **Employee Performance** | 0,415 | 0,399 |

The R-Square results indicate that compensation and motivation variables explain 32.3% of employee performance variables. With an Adjusted R-Square value of 0.311, the variation given by the compensation and motivation variables in defining employee performance variables is 31.1%. The R-square results indicate that the variables of compensation, motivation, and discipline explain 41.5% of employee performance variables. With an Adjusted R-Square value of 0.399, the variation given by the compensation, motivation, and discipline variables in defining employee performance variables is 39.9%.

**Table 6.** Indirect Effect

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Original Sample** | **Sample Mean** | **Standard Deviation** | **T-Statistic** | **P- Values** |
| **Compensation 🡪 Discipline 🡪 Employee Performance** | 0,095 | 0,097 | 0,044 | 2.174 | 0,032 |
| **Motivation 🡪 Discipline 🡪 Employee Performance** | 0,094 | 0,094 | 0,043 | 2.188 | 0,031 |

The discipline variable indirectly affects the relationship between compensation and employee performance. The p-value is 0.032, and the T-statistic value is greater than 1.96, discipline has a significant positive indirect effect on the relationship of compensation to employee performance. The discipline variable also indirectly influences the relationship between motivation and employee performance. The p-value is 0.031, and the T-statistic value is greater than 1.96, discipline has a significant positive indirect effect on the relationship between motivation on employee performance.

**DISCUSSION**

**Effect of Compensation on Discipline**

Employees always expect rewards for their work (Syamsuddin et al., 2021; Tania et al., 2022). This study shows that the compensation desired by having vacation time for employees is the main requirement for compensation, health insurance is the number two need, there is a pension fund to guarantee their welfare later, and finally there is a fixed allowance that they get while working. The choice of employees to have vacation time follows the conditions of those who worked during the industrial revolution 4.0, where employees of PT. Telekomunikasi Indonesia, Tbk Balikpapan City works with a high level of discipline to meet high employee performance, increasing the company value. Employees have complied in carrying out company discipline and provide good performance by providing integrity to the company, such as giving holidays as one of the compensations. This study supports research Maulida (2014), Marasabessy & Lo (2020), and Simon S & Kasmir (2021) that compensation can maintain employee discipline, if employee compensation is fulfilled, then employee discipline can be maintained and tends to follow the rules made by the company.

**Effect of Motivation on Discipline**

Motivation is closely related to discipline and is needed by employees, who worked during the industrial revolution 4.0. The relationship between motivation is very close to discipline, especially complying with other regulations in the company, so that employee performance increases and can face challenges during the industrial revolution 4.0. Ginting et al. (2022) concluded that compliance with rules has the most substantial relationship with employee performance, and high discipline greatly influences punctuality. Employees need motivation in fulfilling the need for a relationship with the company, motivation after getting achievements, and motivation for promotion. The employees are very motivated to improve relations with the company so that employees can improve their performance. The achievement of company goals through discipline is closely related to employee motivation. The results of this study indicate that motivation influences discipline. This study support research Afiqiah & Diana (2022) that discipline is positively and significantly influenced by motivation. As supported by Jean et al. (2017), companies should improve the relationship between employees and companies to help attract and retain employees and improve optimal performance.

**Effect of Compensation on Employee Performance**

Simon S & Kasmir (Simon S & Kasmir, 2021) state that compensation can positively and significantly influence employee performance. Simon and Kasmir's statement is supported by Jean et al. (Jean et al., 2017) that companies should review the current pension packages, benefits, bonuses, and other incentives to help attract and retain employees in the company and also improve optimal performance. Likewise, the opinion Tania et al. (Tania et al., 2022) that compensation has a positive and significant effect on employee performance. Compensation can significantly improve employee performance, meaning that the greater the compensation (vacation, health, pension funds, and non-fixed benefits) provided, the employee's performance will also be affected and increase. Holidays are the main compensation expectations, then health, facilities, and non-fixed benefits. Compensation, such as vacation time and health, can be used as an option in providing compensation. Time off and health affect employee performance, it means employees become a unified whole so that they have the potential and ability. In the end, authority and honesty in work form employee integrity. Regarding the industrial revolution 4.0, employee integrity is needed by PT. Telekomunikasi Indonesia, Tbk City of Balikpapan.

**Effect of Motivation on Employee Performance**

Employee performance is influenced by motivation in a positive and significant way on employee performance (Ginting et al., 2022). Following the motivation of employees of PT. Telekomunikasi Indonesia, Tbk Balikpapan City, which is entering the era of the industrial revolution 4.0, requires relationships with superiors, colleagues, and service users. Employees require relationships, a need for achievement, and a need for power. The need for relationships is very relevant to the industrial revolution 4.0, which is very dynamic, so employees really need an increase in relations with companies and society (Marasabessy & Lo, 2020; Simon S & Kasmir, 2021). This research has similarities with research Siagian et al. (2020) that motivation with indicators of the need for achievement, the need for affiliation, and employee performance is influenced by the need for power. Another empirical study state that employee performance is influenced by motivation in a very positive and significant way (Afiqiah & Diana, 2022; Diansyah & Juliani, 2022; Ginting et al., 2022; Maryani et al., 2021; Nainggolan et al., 2022).

**Effect of Discipline on Employee Performance**

Discipline can positively and significantly affect employee performance (Tania et al., 2022). Discipline at work is shown by complying with other regulations in the company, which is the most choice in terms of discipline, obeying time rules, obeying rules of conduct at work, and complying with company regulations. This research showing that compliance with other regulations within a company has a significant effect on employee performance (Arif et al., 2019; Hidayati et al., 2019; Mangkunegara & Waris, 2015; Siagian et al., 2020). This means that obeying discipline can improve the performance of employees of PT. Telekomunikasi Indonesia, Tbk City of Balikpapan during the industrial revolution 4.0. The industrial revolution 4.0 needs employees who can comply with the regulations, remembering that moving a business requires highly disciplined employees. Previous research shows that time discipline has a strong impact on employee performance (Afiqiah & Diana, 2022; Diansyah & Juliani, 2022; Marasabessy & Lo, 2020; Maryani et al., 2021; Nainggolan et al., 2022; Simon S & Kasmir, 2021).

**Mediation Effects of Discipline on Compensation on Employee Performance**

Simon and Riyanto (2022) concluded that compensation is proven to provide significant results on employee performance. This research supports the research of Jean et al. (2017) that employees strongly agree that the compensation received is in line with the discipline that employees have carried out so that employees will provide even better performance. In line with research by Lu & Niu (2022) and Tania et al. (2022) that when employee compensation increases sharply, employees are affected to work even more complex, so employee performance also grows. Companies should review compensation to help attract and retain employees and improve optimal performance.

**Mediation Effects of Discipline on Motivation on Employee Performance**

Motivation can fulfill the relationship between employees and parties in the internal company and is strengthened by applying discipline by complying with company regulations at PT. Telekomunikasi Indonesia, Tbk City of Balikpapan, the results of our research support research Afiqiah & Diana (Afiqiah & Diana, 2022) that work motivation indirectly have a positive and significant effect on employee performance through work discipline. There is a positive and significant relationship between motivation and discipline and employee performance in integrity (Ginting et al., 2022; Maryani et al., 2021; Siagian et al., 2020). Employee motivation related to the need for good relationships can improve employee performance through discipline.

**CONCLUSION**

This study concludes that employees can face the challenges of technological change in the digital world. Employees have demonstrated motivation to make relationship needs a priority for them at work. Without a good relationship, it is difficult to answer the challenges in today's digital technology world. The discipline of complying with other regulations in the company shows high employee integrity towards the company and will increase employee performance. The company must be sensitive to the compensation expected by employees, namely the existence of holidays and health benefits, to give the employee appreciation. Thus, the findings of this study can be used as a basis for PT Telekomunikasi Indonesia Tbk Balikpapan to maintain employee performance. Companies need to consider factors such as giving holidays, the relationship between employees and all parties in the internal company, and unwritten company regulations to help increase the integrity of employees' integrity. If these factors can be maximized, the company can help improve employee performance. Future researchers can find other factors that can improve employee performance. Future studies also need to test research in companies with different business fields.

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