

## THE EFFECT OF COMPENSATION, WORK DISCIPLINE AND MOTIVATION ON EMPLOYEE PRODUCTIVITY IN THE SERVICE PEKANBARU CITY MSME COOPERATIVE

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### Abstract

*The purpose of this study was to determine the effect of compensation on employee productivity at the Department of Cooperatives of UMKM in Pekanbaru City. To determine the effect of motivation on employee productivity at the Department of Cooperatives of SMEs in Pekanbaru. This study aims to determine the effect of compensation, work discipline and motivation on employee productivity at the Pekanbaru City UMKM Cooperative Service. The method in this study using a quantitative approach. The data analysis technique in this study used the classical assumption test, multiple linear regression, hypothesis testing (t test and F test), and the coefficient of determination. Based on the results of the study, it showed that the partial compensation had a significant effect on the employees of the Pekanbaru City UMKM Cooperative Service. The results of this study indicate that work discipline has a significant effect on employees of the Pekanbaru City UMKM Cooperative Office. The results of this study indicate that motivation partially has a significant effect on employees of the Pekanbaru City UMKM Cooperative Service. Based on the results of this study, compensation, work discipline and motivation simultaneously affect employee productivity at the Department of Cooperatives of UMKM in Pekanbaru City.*

**Keywords:** *Compensation, Work Discipline and Motivation.*

### 1. INTRODUCTION

Human Resources in the company's operating system is basically one of the capitals and plays an important role in achieving a company's goals. Therefore, it is necessary to increase human resources as much as possible because that is the key and success of the company not only technological excellence and funding. But the human factor is also the most important factor in the organization, the conflict that leaders often face is an increase in worker productivity. This is intended to encourage employees to work at their best. This increases work productivity and helps the organization achieve its goals. When joining an organization, each organization has its own interests and goals. For some employees, the desire to make money is one of the needs that is met through work.

According to [1] Compensation is all the rewards an employee receives for the employee's work in the organization, compensation can be physical or non-physical and must be taken into account and given to the employee in accordance with the sacrifices that have been made. given to the organization/company where he works Compensation is everything that is received both in physical and non-physical form. Compensation is directly related to the performance and productivity of employees. Such as wages and salaries, while indirect compensation is the provision of compensation that is not related to the results of work and work performance of employees. Therefore, in order to obtain an increase in labor productivity, the wages or salaries they receive must be sufficient, they not only receive compensation in the form of basic salary, but also receive compensation in other forms (benefits, health, incentives, bonuses, etc.) to increase physical needs in general.

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Based on the results of a pre survey interview with the Pekanbaru City SME Cooperative Office, problems related to Human Resources were found, where employee performance was still not optimal. The staffing analyst staff stated that around 20% of the performance of employees of the Pekanbaru City MSME Cooperative Service is still not optimal, which is characterized by the number of employees who are lazy to work. The cause of this is indicated because of the low work discipline of employees which is characterized by the large number of employees who arrive late and leave early. Plus some employees don't use full attributes either. Discipline is a form of observance of rules, both written and unwritten. Work discipline is basically always expected to be the hallmark of every human resource in the organization, because with organizational discipline it will run well and be able to achieve goals well. According to [2], labor discipline is defined when employees always come and go home on time, do all the work well, comply with all applicable company regulations and social norms.

In addition to Work Discipline, Motivation is also no less important to improve employee performance. Motivation can be a driver for a person to do an activity to get the best results. Therefore, in addition to discipline, it would be nice if employee work motivation also needs to be raised and improved so that employees can produce discipline at work so as to produce good performance to improve company goals. According to [3] "To say that motivation is the drive of one's desire and driving force of willingness to work because each Motive has a specific goal to be achieved. Pekanbaru City MSME Cooperative Office. The development of MSMEs in Pekanbaru City still faces several obstacles, such as: capital, marketing, technology utilization, human resource capabilities and business licensing. MSMEs, the empowerment role of the Pekanbaru City MSME Cooperative Office is needed which will greatly impact the development of MSMEs in Pekanbaru City.

Therefore, to ensure the survival of Pekanbaru City Cooperative MSMEs for the surrounding community and achieve maximum results, the Pekanbaru City MSME Cooperative Office must try to improve good communication between colleagues and superiors and subordinates. From the phenomenon that often occurs in the problem of work discipline of employees of the Pekanbaru City MSME Cooperative Service, that there are still many employees who arrive not on time and go home before work hours for various reasons and even do not provide information, this can slow down employees. performance and affects the production process of work. The success of organizational management is largely determined by HR empowerment activities. There are techniques to be able to maintain employee productivity, one of which is by "providing motivation to superiors and subordinates so that they can carry out their duties in accordance with the job description and direction for employees of the Pekanbaru City MSME Cooperative Office to get forms of motivation, namely material and non-material.

Material motivation in the form of salaries, wages, bonuses, benefits, and incentives. Meanwhile, non-material motivation is in the form of educational training for employee achievement. In addition to Work Discipline and Motivation, there are other factors that can increase employee work productivity, including compensation. Compensation is all opinions in the form of money, goods, which are directly or indirectly received by the employee in return or services that the company provides to the employee. The Compensation Plan reflects the organization's efforts to maintain human resources. The better compensation 6 will encourage

employees to work better and be productive. From some of the descriptions of the problems above, researchers are interested in conducting research in the company with the title "The Effect of Compensation, Work Discipline and Motivation on the Productivity of Employees of the UMKM Cooperative Service in Pekanbaru City".

There are several factors that affect the performance of employees who hope to identify the problem, while in this study the author limits the problem according to the identification of problems obtained at the Pekanbaru City MSME Cooperative Service, namely regarding the Effect of Compensation, Work Discipline and Motivation on employee productivity. Based on the background and limitations of the problem, the formulation of the problem is as follows:

1. Does compensation have a significant effect on the productivity of employees of the Pekanbaru City MSME Cooperative Service?
2. Does Work Discipline have a significant effect on the productivity of employees of the Pekanbaru City MSME Cooperative Service?
3. Does motivation have a significant effect on the productivity of employees of the Pekanbaru City MSME Cooperative Service?
4. Does compensation, work discipline and motivation simultaneously have a significant effect on the productivity of employees of the Pekanbaru City MSME Cooperative Service?

## 2. IMPLEMENTATION METHODS

In general, work productivity is defined as the relationship between real or physical results (goods or services) and actual inputs. For example, "Productivity is a measure of productive efficiency". Something comparison of output and input result or output and input. Enter is often limited by labor input, while output is measured in the unity of physical form and value. According to [4] productivity is a mental attitude that keeps trying and holds the view that one day life is better than yesterday and tomorrow is better than today. Based on this opinion, it can be concluded that productivity is related to the process of holding the view that today's life should be better than yesterday and tomorrow should be better than today. This attitude will encourage not to quickly feel satisfied, but to develop yourself and improve the ability to work. Productivity is very important for employees in the company. With work productivity, it is hoped that work can be carried out efficiently and effectively, so that all of it is very necessary in achieving the goals that have been set. According to [3] To measure Work Productivity, the following indicators are needed: Ability, Improving Results Achieved, Morale, Self-Development, Quality, and Efficiency.

Compensation has an important role in increasing employee productivity. Compensation is the main reason a person chooses or does work to make ends meet. Compensation will have different meanings for different people. Basic compensation is necessary to maintain employees with human living standards that have a significant impact on proper functioning. But compensation also provides a tangible measure of individual value to the organization. Compensation is another strategic function of human resources. According to [2] Compensation is all income in the form of money, goods received directly or indirectly by employees in return for services provided to the company. The establishment of an effective compensation system is an important part of human resource management to help attract and retain talented jobs. According to [5] compensation can be received with direct payment systems and indirect payments in other words that the indicators used to measure financial compensation in this study are as follows: Direct payments in the form of: Basic Salary, Variable Compensation, Bonuses, and Incentives.

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Discipline is very important for the growth of agencies, used mainly to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. Discipline is useful in educating employees to obey and follow existing rules, procedures, and policies, resulting in good performance. Work discipline is very important for a company or company organization in maintaining or perpetuating its life. Without good discipline, it is difficult for the company to achieve optimal results. Discipline is a major factor needed as a warning tool to employees who do not want to change their nature and behavior. Menurut [6] work discipline can be interpreted "as the implementation of management to emphasize organizational guidelines. According to [3] explained that work discipline has several indicators, including: Attendance. Working time, Dress code, and Work order From some expert opinions on the above indicators of discipline it can be concluded that the indicators of discipline consist of: attendance, compliance with work regulations, compliance with work standards, a high level of vigilance, goals & abilities, leadership role models, remuneration, fairness, waskat, punitive sanctions, assertiveness, and human relations.

Motivation in management is generally aimed only at human resources and in particular at subordinates. Motivation itself is the most decisive factor for an employee in work. Although the maximum ability of employees is accompanied by adequate facilities, if there is no motivation to encourage employees to work according to their goals, the work will not run according to their goals. Work motivation is something needed by employees, employees who have high motivation will certainly have enthusiasm in completing the work charged to them. Motivation is a factor that will encourage a person to do an activity, therefore motivation can sometimes be interpreted as a driving factor for one's behavior in doing a job [7]. An indicator is something that can give a hint or an idea of something to measure the level of variables. [8] providing motivational opinions as a driving force that results in a member of the organization willing and willing to exert abilities in the form of expertise or skills, energy and time to organize various activities that are responsible for and carry out their obligations. Meanwhile, according to [6] the motivation indicators are as follows: Hard work, is an effort to do something earnestly to achieve the goal. Time Orientation, is a picture of the future. A high level of ideals, is a picture of achievement. Task orientation/target, is a description of the task. Effort to advance, is the effort made to achieve something desirable. Perseverance, is the ability to survive in the midst of pressure or difficulty.

A hypothesis is a temporary answer to the formulation of a research problem, therefore the formulation of a research problem is usually arranged in the form of a question. Based on the limitations and formulation of the problem that has been previously stated, the hypotheses in this study are:

1. Compensation has a positive and significant effect on the Service Productivity of Pekanbaru City Cooperatives and SMEs Employees.
2. Work Discipline has a positive and significant effect on the Service Productivity of MSME Cooperative Employees in Pekanbaru City.
3. Motivation has a positive and significant effect on the Productivity of Service for MSME Cooperative Employees in Pekanbaru City.
4. Compensation, Work Discipline and Motivation have a positive and significant effect on the Productivity of Employees of the Pekanbaru City MSME Cooperative Service

The research approach used in this study is quantitative. According to [9] is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing established hypotheses. The variables of this study consist of free variables and bound variables. Where for the free variables are compensation, work discipline and motivation. While the bound variable is Employee Productivity Operational Definition according to [9] The operational definition in the research variable is an attribute or feature or value of an object or activity that has certain variations that have been determined by the researcher to be studied and then draw conclusions. This research is measured through instruments that have been used and developed by previous studies. It is possible because it has been tested for its validity and reliability. There are four variables that will be measured in this study, namely Compensation, Work Discipline, Motivation, and Productivity.

This research was conducted at the Pekanbaru City MSME Cooperative Office. The population in this study was all employees of the Pekanbaru City MSME Cooperative Service as many as 40 employees. Determination of the number of samples taken as respondents using the saturated sample method, namely the entire population is used as a sample. Researchers in this study used a saturated sample type, where researchers used the entire population in sampling. Researchers will use 40 employees of the Pekanbaru City MSME Cooperative Service. According to [9] data collection methods or techniques can be carried out by questionnaires, observations. According to [9] questionnaire is a data collection technique by means of researchers providing a list of questions or written statements for respondents to answer. The questionnaire can be used if the number of research respondents is large enough in obtaining employees of the Pekanbaru City MSME Cooperative Service. The sheet given to respondents was measured on a Likert scale consisting of five statements ranging from "strongly agree" to "strongly disagree".

Then to find out the results of the three methods. Then several formulas will be used in the test, namely: This validity test is carried out to measure whether the data that has been obtained after the study is valid data or not, using the measuring instrument used (questionnaire). The validity test of this study was conducted on employees of the Pekanbaru City MSME Cooperative Service. According to [9] it states that the reliability test so far where the measurement results using the same object, will produce the same data. The reliability test is carried out after the validity test of the valid statement. This reliability test was carried out on the same respondents, namely employees at the Pekanbaru City MSME Cooperative Service. The data analysis techniques used in this study are multiple linear regression tests, classical assumption tests, hypothesis tests and coefficients of determination ( $R^2$ ).

### 3. RESULTS AND DISCUSSION

In this study, the author processed questionnaire data in the form of data consisting of 6 questions for satisfaction variables (X1), 8 questions for work discipline variables (X2), 8 questions for motivation variables (X3) and 10 questions for employee productivity variables. The questionnaire that was distributed was given to 40 employees at the Pekanbaru City MSME Cooperative Office as a research sample using a likert scale in the form of a checklist table. Data normality testing is performed to see whether in a regression model the dependent and independent variables are normally distributed or not, if the data spreads around the diagonal line and follows the direction of the diagonal line then the regression model meets the assumptions. Normality, if

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the data is scattered far across the diagonal line and does not follow the direction of the diagonal line, then the regression model does not meet the assumption of normality. The normality test of this study can be seen using probability plots and histograms.

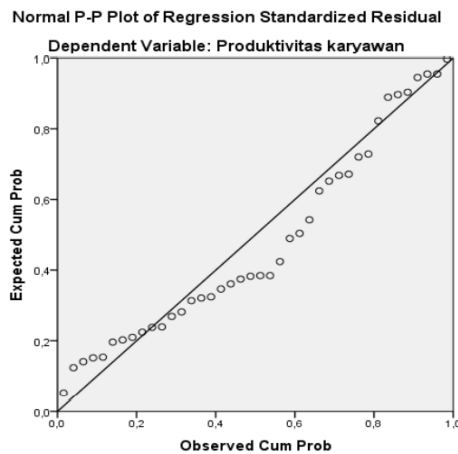


Figure 1 Normality Test Results with Plot

Based on the figure above, it can be seen that the data spreads out following a diagonal line meaning that the data between the dependent variable and the variable has a normal relationship or distribution or meets the normality assumption test.

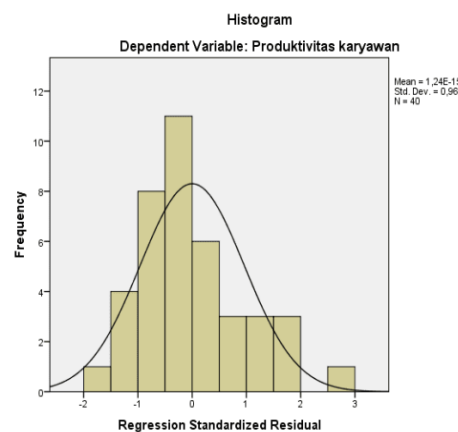


Figure 2 Normality Test Results with Histogram

Based on the figure above, it can be seen that the histogram graph shows the existence of a good data pattern image Regression Standardized Residual forms a bell-like image and follows the direction of the diagonal line so that it meets the classical assumptions.

The t-test is used to partially test the influence of how each of the free variables (compensation, work discipline and motivation) affects the bound variables (employee productivity). Simple linear regression analysis is used to determine the influence between one free variable and one bound variable indicated in the form of a regression equation. The test uses the following criteria:

1. If  $t > t_{critical}$ , then  $H_a$  is accepted and  $H_0$  is rejected or the independent variable has a significant effect on the dependent variable.
2. if  $t < t_{critical}$ , then  $H_a$  is rejected and  $H_0$  is accepted, or the independent variable has no significant effect on the dependent variable.

Based on the results of data management with SPSS version 22.00, the results of the statistical test t are obtained as follows:

**Table 1 t Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	-13,729	6,664		-2,060	,047
1 Compensation	1,017	,238	,398	4,275	,000
1 Work Discipline	,310	,113	,238	2,730	,010
Motivation	,6255	,105	,558	5,946	,000

a. Dependent Variabel: Produktivitas Pegawai

b. Predictors: (Constant), Motivasi, Disiplin Kerja, Kompensasi

Source: primary data processed, 2023.

### The Effect of Compensation on Work Productivity

Based on test results that can be seen from the table above obtained for the variable Compensation of 4.275 for an error of 5% 2-party test and  $dk = n-k$  ( $40-2 = 38$ ), obtained 1.685. Based on the results obtained  $4,275 > 1,685$ , with the probability value of t, namely sig is 0.000 while the significant level of  $\alpha$  previously set is 0.05, then the sig value is  $0.000 < 0.05$  so that  $H_0$  is rejected, it can be concluded that partial compensation has a significant effect on employee productivity at the Pekanbaru City MSME Cooperative Service. This research has also been conducted by previous researchers, namely [10], [11], [12] stating that compensation partially has a significant effect on employee work productivity because the compensation given by the company to employees from the work results provided by employees so far, can be in the form of incentives or bonuses from overtime and insurance benefits and others can provide an increase in employee performance productivity which is even better.

### The Effect of Work Discipline on Work Productivity

Based on the test results that can be seen from the table above, it was obtained for the Work Discipline variable of 2,730 for an error of 5% 2-party test and  $dk = n-k$  ( $40-2 = 38$ ), obtained 1.685. Based on the results obtained  $2,730 > 1,685$ , with a probability value of t, namely sig is 0.000 while the level of significance of the  $\alpha$  previously set is 0.05, then the sig value is  $0.010 < 0.05$  then  $H_0$  is rejected, it can be concluded that disciplined work partially affects employee productivity at the Pekanbaru City MSME Cooperative Service. This is in line with research conducted by [13], [14], [15] which states that work discipline has a significant effect on employee work productivity.

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### The Effect of Motivation on Work Productivity

Based on the test results that can be seen from the table above, it was obtained for the motivation variable of 5.946 for 5% of 2-party test errors and  $dk=n-k$  ( $40-2=38$ ), obtained 1.685. Based on the results obtained  $5,946 > 1,685$ , with a probability value of  $t$  which is a sig of 0.000 while a significant level of 0.000  $\alpha$  previously set at 0.05, the sig value of  $0.000 < 0.05$  so that  $H_0$  is rejected, it can be concluded that motivation partially affects the work productivity of employees at the Pekanbaru City MSME Cooperative Office . Thus, it can be said that work motivation is said to be good if employees do their work optimally and optimally. The provision of low work motivation leads to low performance. Low employee performance cannot achieve good results if there is no motivation, providing motivation in the form of material and rewards for employees who carry out all their work by being able to increase employee morale in carrying out work for the better, so that employee work productivity will increase. This is supported by research [16], [17], [18] showing the result that motivation has a significant effect on employee work productivity.

Simultaneous testing aims to find out whether independent variables (compensation, work discipline and motivation variables) have a joint effect on dependent variables (employee productivity) and at the same time test the third hypothesis. This test uses criteria if the  $p$ -value  $<$  the specified level of significance, the independent variables jointly affect the dependent variable, or can be seen the value of  $F$ . If  $>$  then simultaneously the independent variable affects the dependent variable . It can be calculated in this way,  $dk = n-k-1 = F$  ( $40 - 2 - 1$ ) = 37

**Table 2 Test Results F**

Model	Sum Of Squares	df	Mean Square	F	Sig.
1 Regression	1275,470	3	425,157	32,453	,000 <sup>b</sup>
Residual	471,630	36	13,101		
Total	1747,100	39			

a. Dependent Variabel: Produktivitas Pegawai

b. Predictors: (Constant), Motivasi, Disiplin Kerja, Kompensasi

Source: primary data processed, 2023..

### Effect of Compensation, Work Discipline, and Motivation on Work Productivity

Based on the table above, obtained  $F$  count for the variables of compensation, work discipline and motivation of 32.453 for the 2-party test of 5% error and  $dk = n-k-1$  ( $40- 2-1 = 37$ .), obtained  $F$  table 3.276. Based on the results obtained  $32,453 > 3,276$ , with the probability value of  $t$ , namely sig is 0.000 while the level of significance of the previously set  $\alpha$  is 0.05, then the sig value is  $0.000 < 0.05$  so that  $H_0$  is rejected, this means that there is a significant simultaneous influence between Compensation, Work Discipline and Motivation on Employee Productivity at the Pekanbaru City MSME Cooperative Service. The results of previous studies conducted by [19], [20], [21], [22], [23 ] work discipline, work motivation and compensation partially had a positive and significant effect on employee work productivity.



#### 4. CONCLUSIONS AND SUGGESTIONS

##### Conclusions

Based on the results of research and discussions that have been obtained previously, it can be concluded that research on Compensation, Work Discipline and Motivation for Employee Productivity at the Pekanbaru City Cooperatives and MSMEs Office.

1. The results of the study partially prove that compensation has a positive and significant effect on Employee Productivity at the Pekanbaru City MSME Cooperative Service.
2. The results of the study partially proved that work discipline has a positive and significant effect on Employee Productivity at the Pekanbaru City MSME Cooperative Service.
3. The results of the study partially proved that Motivation has a positive and significant effect on Employee Productivity at the Pekanbaru MSME Cooperative Service .
4. The results of the study simultaneously proved that Compensation, Work Discipline and Motivation have a significant effect together on Employee Productivity in the Pekanbaru City MSME Cooperative Service.

##### Suggestion

Based on the conclusions above, in this case the author can suggest the following:

1. It is better for agency leaders to supervise, enforce regulations and provide strict sanctions for employees, so that employees can be more disciplined, diligent and effectively use their working time to do their work.
2. Motivation can affect employee productivity in an institution, therefore motivation must be increased again by streamlining the role of leaders in providing direction, guidance, guidance and evaluation of the implementation of tasks and work, so as to realize conduciveness in the workplace. In addition, the career development of employees needs to be considered properly by management and also by giving rewards and praise. So that later employees can be satisfied with the results of their work and motivated to maintain and improve performance so far.
3. For further research, researchers can examine other variables not only compensation, work discipline and motivation. Researchers can add other variables and increase the timeframe of the study to get more accurate results what actually affects employee productivity the most

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