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The Influence of Work Motivation, Work Discipline, and Compensation on Employee Performance (A Study on Employees of PT. JAEL)

Hayna Narsifa ^{1*)}; Aslam Mei Nur Widigdo ²⁾

¹⁾ haynanya12@gmail.com, Universitas Mercu Buana Indonesia

²⁾ aslam.mei@mercubuana.ac.id Universitas Mercu Buana, Indonesia

*) Corresponding Author

ABSTRACT

Employee performance is the main determinant of organizational success, and its improvement often depends on psychological, behavioral, and financial factors. This study aims to analyze the influence of work motivation, work discipline, and compensation on employee performance at PT. JAEL, a company engaged in building materials distribution. This research employs a quantitative approach using questionnaires distributed to employees, with data analyzed through the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method. The study population consists of all 90 employees of PT. JAEL. The sampling technique used is saturated sampling, so all members of the population are included as samples. The results indicate that work motivation has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Compensation also has a positive and significant effect on employee performance. The managerial implication of these findings is that the organization should implement a holistic human resource strategy that integrates training programs to maintain motivation, an effective discipline system, and fair compensation policies to achieve sustainable performance improvement.

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

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INTRODUCTION

Employee performance has long been recognized as a critical determinant of organizational success. In today's increasingly competitive business environment, companies must ensure that their human resources are motivated, disciplined, and fairly compensated to achieve sustainable growth (Lorincová et al., 2019). High-performing employees not only enhance organizational productivity but also contribute to innovation, service quality, and long-term competitiveness (Nurhalizah & Oktiani, 2024).

Employee performance is one of the factors that can influence overall organizational performance. Suboptimal employee performance may lead to the failure of organizations in meeting their targets. This situation has been experienced by PT. JAEL, a company engaged in the distribution of building materials, which over the past five years has consistently recorded sales figures below the established targets. Preliminary survey results on several human resource management variables revealed three major issues: low motivation (83% of employees reported a lack of enthusiasm for achieving high performance), weak work discipline (76% frequently arrived late to the office), and dissatisfaction with compensation (69%).

At PT. JAEL, employee motivation appears to be a critical issue. Employees reported low enthusiasm for achieving high performance, which may stem from limited career development opportunities and a lack of recognition. This condition aligns with Herzberg's Two-Factor Theory, which emphasizes that the absence of motivators such as achievement and recognition can reduce job satisfaction and performance (Lorincová et al., 2019). Work discipline is also a major concern. A considerable number of employees admitted to frequently arriving late and disregarding organizational rules. Poor discipline reduces operational efficiency, delays workflows, and weakens teamwork. This is consistent with the findings of Nurhalizah & Oktiani (2024), who argued that discipline is a key predictor of performance in labor-intensive sectors. In addition to motivation, work discipline is another crucial determinant of performance.

Discipline ensures that employees comply with organizational rules, maintain punctuality, and carry out their responsibilities diligently (Nurhalizah & Oktiani, 2024). Organizations with a high level of employee discipline often demonstrate greater efficiency and effectiveness in achieving their objectives. Previous studies have shown that strong work discipline has a positive and significant impact on employee performance, particularly in service-oriented industries (Andrians & Kadang, 2024).

Another factor that cannot be overlooked is compensation, which includes both financial and non-financial rewards provided by organizations in return for employee contributions. Fair and competitive compensation plays a vital role in motivating employees and fostering loyalty (Kurniawan, 2022; Pitaloka & Widyastuti, 2025). Conversely, inadequate compensation can lead to dissatisfaction, turnover intentions, and a decline in overall performance (Aisyahna & Kartika, 2025).

Compensation policies at PT. JAEL have also been questioned by employees. Dissatisfaction with salary and benefits fairness has been frequently reported, suggesting a misalignment between employee expectations and the organization's reward system. According to Equity Theory, perceived inequity in compensation can diminish motivation and performance (Adams,

1965, as cited in Pitaloka & Widyastuti, 2025). Therefore, ensuring a fair and transparent compensation system is essential.

The literature review reveals a research gap regarding the relationship between motivation, work discipline, compensation, and employee performance. Askila & Nuryani (2024) found that motivation has a positive effect on performance, whereas Torasila et al. (2025) reported a negative influence of motivation on performance. Similarly, Nurhalizah & Oktaviani (2024) concluded that work discipline positively affects performance, while Adnyana et al. (2025) identified a negative effect of motivation on performance. In terms of compensation, Pitaloka & Widyastuti (2025) argued that compensation positively contributes to performance, whereas Aisyahna & Kartika (2025) reached the opposite conclusion. This inconsistency highlights the need for further research to provide clarity.

Based on this research gap, along with the findings of previous studies and the identified phenomenon at PT. JAEL, it is essential to conduct a study that examines and analyzes the influence of motivation, work discipline, and compensation on employee performance at PT. JAEL.

LITERATURE REVIEW

Human Resource Management (HRM)

Human Resource Management (HRM) is a branch of management that focuses on the effective utilization of human resources to achieve organizational goals. Azizah et al. (2022) define HRM as the systematic process of managing employees, starting from recruitment, selection, training, to performance evaluation. HRM emphasizes the human element as the most vital resource, since without competent employees, other organizational resources cannot function effectively.

Employee Performance

Employee performance represents the outcome of individual contributions toward organizational objectives. Rahadian & Zulkarnaen (2021) argue that performance is not an inherent talent, but rather the result of task execution in terms of quality, quantity, and timeliness. High performance reflects both technical competence and alignment of behavior with organizational culture. Ramban & Edalmen (2022) further emphasize that organizational performance is highly dependent on employee performance. When employees perform well, the organization as a whole gains stronger competitiveness; conversely, poor performance hinders growth and sustainability.

Work Motivation

Motivation is a psychological driver that directs individuals to exert effort in order to achieve organizational goals. Umar & Norawati (2022) view it as a psychological condition that stimulates individuals to work productively. Motivation is crucial because it fosters perseverance, enthusiasm, and responsibility. Motivation theories highlight its multifaceted nature. Herzberg's Two-Factor Theory distinguishes between hygiene factors, such as salary and working conditions, and motivators, such as achievement and recognition (Hasibuan, 2019). Meanwhile, Vroom's Expectancy Theory emphasizes the role of expectancy, instrumentality, and valence in shaping motivation.

Work Disciplines

Work discipline refers to employees' willingness and ability to comply with organizational rules and standards. Azuzazah & Sari (2022) define discipline as a mental attitude reflected in adherence to regulations and responsibilities. Disciplined behavior fosters order and predictability in the workplace. Rahayu (2022) highlights that discipline is an internal force that drives employees to voluntarily align their behavior with organizational norms.

Compensation

Compensation is the total reward received by employees in return for their work. Widodo & Yandi (2022) define compensation as both monetary and non-monetary rewards. Compensation is a critical factor that influences motivation, loyalty, and performance. According to Salim et al. (2022), compensation is not only an economic exchange but also recognition of employee contributions. A fair and transparent compensation system fosters satisfaction, while inequity may lead to dissatisfaction and turnover.

Hypothesis Development and Conceptual Framework

The Effect of Work Motivation on Employee Performance

Motivation is an important factor that drives a person's work spirit, enabling them to work more enthusiastically, effectively, and to optimize all their abilities. For employees, motivation plays a crucial role as it can stimulate work enthusiasm and help them develop their potential in accordance with their field or job description. With motivation, employees are encouraged to work more productively, with discipline, and with an orientation toward achieving organizational goals.

Umar & Norawati (2022) define work motivation as a psychological condition that is able to stimulate a person to perform certain activities or jobs with the aim of achieving the expected results. High motivation will encourage employees to be more diligent, persistent, and committed to completing their tasks, whether due to internal drives such as the desire to achieve, or external influences such as support from the work environment.

Findings from previous studies support the importance of motivation in improving employee performance. Research conducted by Suparman et al. (2023), Lede et al. (2025), Mirdhatillah et al. (2025), Puspitawati et al. (2023), and Dewi & Widigdo (2024) shows that work motivation has a positive and significant effect on employee performance. Based on the theoretical review and previous research, the hypothesis developed is:

H1: Work motivation has a positive and significant effect on employee performance

The Effect of Work Discipline on Employee Performance

Azuzazah & Sari (2022) define discipline as a mental attitude reflected in both individual and group behavior in the form of compliance with rules regulations, and norms that apply in society and organizations, with the aim of maintaining order and achieving specific goals. Rahayu (2022) further explains that work discipline is an internal force that drives employees to voluntarily align themselves with workplace rules, decisions, and values, thereby fostering consistent and responsible work behavior.

Previous studies have consistently demonstrated that work discipline plays a significant role in employee performance. For instance, Jalaludin (2024), Azhar et al. (2020), Dewi & Widigdo (2024), Tarigan et al. (2025), Septiani & Kasmita (2023), as well as Azahra & Widigdo (2025) found that work discipline has a positive and significant effect on employee

performance. These findings indicate that disciplined employees are more likely to complete tasks on time, maintain efficiency, and support organizational effectiveness.

Based on the theoretical perspectives and empirical evidence discussed above, the following hypothesis is proposed:

H2: Work discipline has a positive and significant effect on employee performance

The Effect of Compensation on Employee Performance

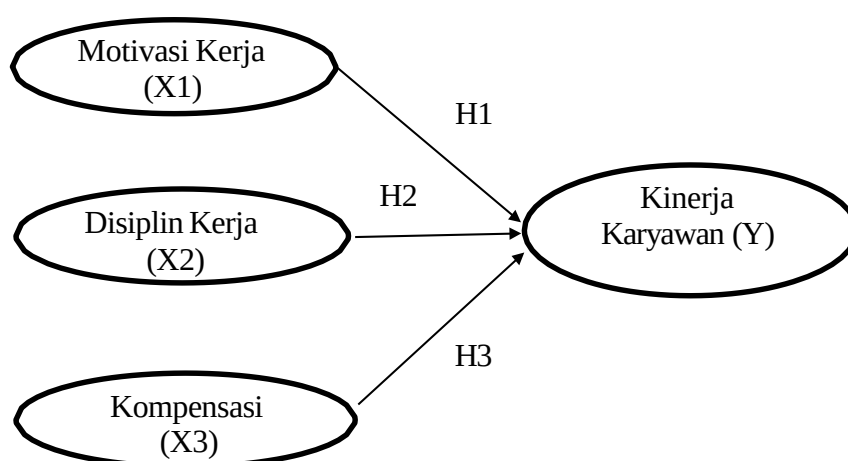
Compensation refers to all forms of rewards received by employees, whether tangible or intangible, as recognition for their contributions and performance within the organization. Widodo & Yandi (2022) explain that compensation may take the form of monetary or non-monetary rewards provided in return for work achievements. Appropriate compensation not only has a positive impact on employees but also benefits the organization.

Previous studies have shown that compensation significantly influences employee performance. Research conducted by Putri & Suci (2025), Simbolon (2024), Dahlia & Fadli (2022), Arifin et al. (2023), and Butar et al. (2023) concluded that compensation positively affects employee performance. Providing fair and competitive compensation serves as a key factor in motivating employees to perform better. When employees perceive that their compensation aligns with their expectations and contributions, they tend to be more enthusiastic, committed, and productive in their work. Based on these theoretical perspectives and empirical findings, the following hypothesis is proposed:

H3: Compensation has a positive and significant effect on employee performance

Based on the developed hypothesis, the conceptual framework of the research is shown in Figure

Figure 1. Research Conceptual Framework



METHOD

This research used a quantitative approach with a causal relationship design to analyze the influence of work motivation, work discipline, and compensation on employee performance. The study population consisted of all 96 employees of PT. JAEL, who were also sampled using a saturated sampling technique. Data were collected using a Likert-scale questionnaire (1–5) covering indicators of work motivation, discipline, compensation, and employee

performance. Data were supplemented with secondary data from company reports. The research instrument was adapted from a previous study and underwent validity and reliability testing through a preliminary pilot test.

Data analysis was conducted using SmartPLS 4. The analysis phase included evaluation of the measurement model through convergent validity, discriminant validity, and composite reliability tests, as well as evaluation of the structural model, including path coefficients, R^2 values, and predictive relevance (Q^2). Significance testing was conducted using the bootstrapping technique to determine the strength of the relationships between variables. This method was chosen because it is appropriate for relatively small sample sizes and complex research models, so the analysis results are expected to provide a comprehensive picture of the influence of each variable on employee performance.

RESULTS AND DISCUSSION

Respondent Descriptive

The characteristics of the employees who were respondents in the study are presented in Table 1.

Table 1. Respondent Characteristics

		Frequency	Percent
Gender	Man	45	46,9%
	Women	51	53,1%
Age	20-25 years	15	15,6%
	25-30 years	37	38,5%
	30-35 years	18	18,8%
	>35 years	26	27,1%
Education	SMA/Equivalent	10	10,4%
	D3	32	33,3%
	S1	42	43,8%
	S2	12	12,5%
Experience	< 5 years	16	16,7%
	5-10 years	25	26,0%
	11-15 years	45	46,9%
	>16 years	10	10,4%

Table 1 shows that the majority of respondents were women, at 53.1 percent. In terms of age, 38.5 percent were between 25 and 30 years old, while 43.8 percent had a bachelor's degree (S1). Length of service also varied, with the majority of respondents (46.9%) having worked for 11 to 15 years.

Table 2. Loading Factors

Variable	Indicator	Outer Loadings	Information
Work Motivation (X1)	X1.1	0,714	Valid
	X1.2	0,884	Valid
	X1.3	0,758	Valid
	X1.4	0,943	Valid
	X1.5	0,964	Valid
	X1.6	0,764	Valid
	X1.7	0,923	Valid
	X1.8	0,851	Valid
	X1.9	0,759	Valid

Variable	Indicator	Outer Loadings	Information
Work Diciplines (X2)	X1.10	0,722	Valid
	X1.11	0,852	Valid
	X2.1	0,937	Valid
	X2.2	0,842	Valid
	X2.3	0,873	Valid
	X2.4	0,988	Valid
	X2.5	0,722	Valid
	X2.6	0,803	Valid
	X2.7	0,911	Valid
	X2.8	0,737	Valid
Compensation (X3)	X2.9	0,815	Valid
	X2.10	0,948	Valid
	X3.1	0,765	Valid
	X3.2	0,709	Valid
	X3.3	0,740	Valid
	X3.4	0,841	Valid
Employee Performance (Y)	X3.5	0,731	Valid
	X3.6	0,877	Valid
	Y1	0,808	Valid
	Y2	0,927	Valid
	Y3	0,718	Valid
	Y4	0,919	Valid
	Y5	0,705	Valid
	Y6	0,851	Valid
	Y7	0,951	Valid
	Y8	0,754	Valid
	Y9	0,872	Valid
	Y10	0,974	Valid
	Y11	0,753	Valid

Based on Table 2, all indicators in the table meet the convergent validity requirements because the outer loadings are > 0.7 . Thus, all indicators can be retained for further analysis

Tabel 3. Discriminant validity and reability

Variable	AVE	Cronbach's Alpha	Composite Reliability
Work Motivation	0.697	0.712	0.796
Work Diciplines	0.743	0.877	0.875
Compensation	0.608	0.948	0.848
Employee Performance	0.713	0.702	0.740

Based on the table 3 the results of testing composite reliability and Cronbach's alpha show a satisfactory value, because all latent variables have composite reliability value and Cronbach's alpha > 0.70 . This means that all latent variables are said to be reliable.

The dependent variable of employee performance has an R-Square value of 0.902, which indicates that the employee performance model in this study can be considered strong, as it has a value greater than 0.75. This means that 90.2% of the variation in employee performance can be explained by the independent variables namely work motivation, work discipline, and compensation while the remaining 9.8% is explained by other variables outside the scope of this study.

Tabel 4. Hypothesis Test Results

Variable	Original Sample	Standard Deviation	T – Statistik	P – Value	Information
Work Motivation> Employee Performance	0,477	0.412	1.979	0.000	Positive-Significan
Work Diciplines> Employee Performance	0.322	0.440	2.359	0,025	Positive-Significan
Compensation > Employee Performance	0.810	0,585	2.316	0,006	Positive-Significan

Discussion

The effect of work motivation on employee performance

Based The results of the study indicate that work motivation has a positive and significant effect on employee performance at PT JAEL. The higher the level of motivation, the better the performance achieved. Thus, the first hypothesis is accepted. Based on the bootstrapping results, the indicator with the highest loading value in work motivation is X1.5, namely “I feel that company policies provide motivation in the form of job training.” This finding shows that job training not only aims to enhance employees’ technical skills but also plays a crucial role in motivating them psychologically. Training provides employees with opportunities to learn new things, sharpen their skills,s and develop their potential. This process fosters intrinsic motivation, which refers to an inner drive to perform well because employees feel competent and capable of growth. When employees perceive themselves as competent, they are more motivated to complete tasks effectively and make optimal contributions. Furthermore, training policies reflect that the company values and cares for its employees. This sense of being valued enhances work motivation, as employees feel they are an important part of the organization. The motivation derived from recognition and appreciation also falls under extrinsic motivation, which further stimulates employees’ enthusiasm for work.

These findings are in line with Herzberg’s Two-Factor Theory, which emphasizes the importance of both intrinsic and extrinsic motivation in enhancing job performance. The results of this study are also consistent with previous research conducted by Suparman et al. (2023) and Dewi & Widigdo (2024), who found that work motivation plays a significant role in driving employee performance across various sectors.

The effect of work diciplines on employee performance

The results indicate that work discipline has a positive and significant effect on employee performance at PT. JAEL. Thus, the second hypothesis is accepted. Work discipline is proven to contribute positively to performance improvement. Employees who demonstrate high levels of discipline, such as complying with regulations, maintaining punctuality, and utilizing working hours effectively, tend to be more productive.

Based on the bootstrapping results, the highest indicator value of work discipline is X2.4, namely “I am able to use working time effectively.” Effective time management is strongly associated with work discipline, as discipline serves as a fundamental basis for employees to organize their work schedules and consistently follow company rules. Furthermore, discipline and effective time utilization directly enhance employee performance. When many employees display discipline and make optimal use of working hours, the company can foster a more orderly, efficient, and productive work environment, which in turn supports the achievement of organizational goals.

These findings are consistent with Jalaludin (2024) and Sephiani et al. (2025) who emphasized that discipline creates a structured and accountable work environment that supports organizational effectiveness. Similarly, Azahra and Widigdo (2025) also confirmed that work discipline has a positive effect on employee performance.

The effect of compensation on employee performance

The results show that compensation has a positive and significant effect on employee performance at PT. JAEL. Thus, the third hypothesis is accepted. An increase in compensation leads to better employee performance. Based on the bootstrapping results, the indicator with the highest value for compensation is X3.6, namely "I receive a retirement program from the company." The retirement program is not only beneficial when employees reach retirement age but also serves as a strategic tool for the company to improve the performance of active employees. By providing a sense of security, loyalty, motivation, and a positive work culture, the retirement program directly and indirectly encourages employees to work harder, more diligently, and more professionally.

These results are consistent with the research of Putri and Suci (2025) as well as Kuswanto and Windiarti (2024), who highlight the importance of a fair and transparent compensation system in creating optimal performance. Fair compensation not only increases motivation but also strengthens employee commitment and reduces turnover. This demonstrates that compensation plays a strategic role in building organizational competitiveness through enhanced employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

This study examined the influence of work motivation, work discipline, and compensation on employee performance at PT. JAEL. The findings indicate that all three variables have a positive and significant effect on employee performance. This confirms that motivation, discipline, and compensation complement one another in enhancing performance. Motivation provides psychological engagement, discipline ensures consistent behavior and adherence to organizational rules, while compensation strengthens both financial and professional commitment.

Thus, managing these three factors in an integrated manner will lead to more optimal employee performance. These findings have important implications for the management of PT. JAEL. First, the company should strengthen its training and development programs as a means of enhancing both intrinsic and extrinsic motivation. Second, the regulation and monitoring of working hours need to be more structured to foster consistent work discipline. Third, management is advised to improve the compensation system, particularly by providing pension benefits as well as fair, equitable, and transparent allowances and incentives. This holistic human resource management approach is expected to enhance employee loyalty, motivation, and productivity, thereby supporting the long-term sustainability of the organization.

Suggestions

Future studies are recommended to explore other variables that may influence employee performance, such as leadership style, organizational culture, job satisfaction, and work environment. Comparative studies across different sectors or industries are also needed to

broaden the generalizability of the findings. Furthermore, longitudinal research is suggested to assess how motivation, discipline, and compensation affect performance over time, providing a deeper understanding of the dynamics of these factors in relation to employee performance.

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