

DETECTION OF IMPROVED EMPLOYEE PERFORMANCE BY USING WORK DISCIPLINE MEDIATORS

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Abstract

High employee performance can increase productivity, efficiency, and work quality. In addition, employees who perform well can also create a positive work environment, foster work enthusiasm, and increase customer satisfaction. The purpose of this study is to analyze the improvement of employee performance using work discipline mediation. This study was conducted on employees of a cleaning service and gardening company in West Jakarta, with a sample of 50 employees. The data analysis method in this study was quantitative, using the Partial Least Square (PLS) analysis tool. The results of the study showed that online attendance did not have a significant effect on employee performance. On the other hand, compensation had a positive and significant effect on employee performance. Furthermore, both online attendance and compensation were found to have a positive and significant effect on work discipline. What is interesting is that work discipline succeeded in becoming a mediator of the effect of online attendance on employee performance, but failed as a mediator of the effect of compensation on employee performance. These findings emphasize the importance of effective compensation management and the role of work discipline in facilitating the effect of online attendance on performance. Overall, the results of this study provide new insights for managers and Human Resources (HR) professionals in planning strategies to improve employee performance through compensation management and work discipline.

Keywords: Employee Performance, Work Discipline, Online Attendance, Compensation

Introduction

Good employee performance has a very good impact on the success and growth of the company. When employees work well, the company will be able to increase productivity and efficiency, produce better quality products or services, and reduce costs and risks that may arise (Rabbani, 2023). High-performing employees can also make positive contributions to company culture, motivate other colleagues, and build good relationships with customers or business partners (Fauzan, 2022).

Apart from that, good employee performance is also important in achieving company goals. Competent and high-performing employees can help companies achieve sales targets, strengthen their position in the market, and achieve sustainable growth. By increasing employee performance, companies can also gain a competitive advantage in a highly competitive industry. High-performing employees are able to face challenges and changes better, as well as produce innovation and new ideas that can encourage the company to remain relevant amidst intense competition. According to the Harvard Business Review (2019), employees who have a high level of performance have a tendency to have a positive influence on co-workers, increasing motivation and overall team performance. Furthermore, Gallup (2017) stated that companies with high-performing employees had a 21% increase in productivity and 22% in profitability compared to companies with low-performing employees.

At the CV company. Inti Persada Jakarta, there is a problem of employee performance whose performance is getting worse. CV. Inti Persada Jakarta is a Cleaning Service provider company with complete address Jl. Makaliwe I No. 18 Jakarta 11450, Indonesia. According to

Sulton (2022) states that indicators of a business's progress in adapting can be represented by the company's performance itself, because company performance is a reflection of whether or not a company is healthy to compete in the future. This is in line with Suprpto (2020) who states that the better the company's performance level, the more sustainable the company will be.

Many previous studies related to employee performance have been carried out. Research conducted by Faraby (2018) shows that employee performance is influenced positively and significantly by leadership style, work environment and motivation. The results of research by Irwan, et al (2020) state that leadership style and work motivation have a positive and significant effect on employee performance. The same research results were also shown by Hanafi, et al (2018) where online attendance, leadership style, and compensation had a positive and significant effect on employee performance.

Research conducted by Loliyana (2021) shows results where work discipline, leadership style, work motivation and work environment have a positive and significant effect on employee performance. Research results which state that leadership style and work motivation have a positive and significant effect on employee performance are also shown by research conducted by Kartiwa, et al (2021).

Restuwati and Masydzulhak's (2019) research results state that work discipline, leadership, motivation and work culture have a positive and significant effect on employee performance. A study conducted by Magito (2018) also stated that absenteeism and motivation have a positive and significant effect on employee performance. Research by Paramita (2017) also states that leadership style has a positive and significant effect on employee performance.

For companies that want maximum employee performance, the company must also pay attention to what things can affect the performance of its employees. If these things are not paid attention to, the results of employee performance will also be directly proportional and not optimal. To find out the phenomena and problems that occur in the company, the researchers conducted a pre-survey on 15 employees. The following are the results of the pre-survey that the researchers conducted.

Table 1. Pre-research Survey

No	Variable	Question	Answer	
			Agree	Disagree
1	Online Attendance	Do you always arrive on time by implementing online attendance and provide information if you are absent from work?	2	13
2	Job Stress	Is the job given to you by the company easy enough to do?	12	3
3	Work Culture	Does the company always solve it together when a problem occurs in the company?	12	3
4	Compensation	Is the salary you receive in line with your expectations and the workload you carry out?	3	12
5	Work Motivation	Do you have a good relationship with your boss and co-workers?	13	2
6	Leadership	Does the leader care about your work achievements?	12	3
7	Work Discipline	Do you always use the attributes set by the company at work?	1	14
8	Career Development	Are opportunities to improve skills open to all employees?	8	7
9	Work Environment	Do you feel comfortable at work?	14	1
10	Competencies	Do you understand the type of work given to you?	12	3

Based on the background of the problem, the author is interested in conducting a study entitled detection of improved employee performance by using work discipline mediators. The objectives of this study are: (1) analyze the effect of online attendance on employee performance, (2) analyze the effect of compensation on employee performance, (3) analyze the effect of online attendance on work discipline, (4) analyze the effect of compensation on work discipline, (5) analyze the influence of work discipline on employee performance, (6) analyzing online attendance is able to mediate the influence of work discipline on employee performance, and (7) analyzing compensation is able to mediate the influence of work discipline on employee performance.

Literature Review

The impact of online attendance on employee performance, previous studies have shown mixed results regarding the impact of online attendance on employee performance. Several studies indicate that online attendance can improve efficiency and accuracy in recording attendance, but do not show a significant increase in employee performance directly. This suggests that employee attendance through online attendance is more related to administrative aspects than operational performance.

The impact of compensation on employee performance, various studies have revealed that compensation has a positive and significant impact on employee performance. Adequate and fair compensation can increase employee motivation, loyalty, and productivity. More focused research shows that employees who feel appreciated through appropriate compensation tend to provide better work results and make greater contributions to the company.

The impact of online attendance and compensation on work discipline, this study shows that online attendance and compensation simultaneously have a positive and significant impact on employee work discipline. High work discipline can be seen from punctuality, compliance with regulations, and consistency in carrying out tasks. Online attendance supports more regular attendance, while good compensation provides incentives for employees to remain disciplined.

The mediating role of work discipline, work discipline is proven to mediate the effect of online attendance on employee performance, meaning that online attendance can improve performance through

increased work discipline. However, work discipline cannot mediate the effect of compensation on employee performance, indicating that compensation has a stronger direct effect on performance without having to go through work discipline.

Methods

The research location is a company that operates in the cleaning service sector, namely CV. Inti Persada Jakarta, whose address is Jl. Makaliwe I No. 18 West Jakarta 11450. The research will start in January 2024 and is expected to be completed in July 2024.

This study was conducted using a survey method with a path analysis approach. The research design used in this study is a causal associative design, which is to analyze the relationship between one variable and another or how one variable can affect another.

The sampling technique used in this study was purposive sampling technique (judgement sampling, selective sampling). According to Sugiyono (2018); Ghozali (2018); and Shih (2020) purposive sampling is a sampling technique in which researchers examine certain criteria, with the aim that the data obtained can be more representative. In this study, the selected sample was as follows: (1) Respondents in the research are employees who have permanent employee status and have worked for at least 2 years and (2) Respondents in the research are not company owners and not company leaders. Based on the considerations above, a population of 50 employees is obtained. And the entire population was used as a sample in the research.

The types and sources of data in this study were obtained through the collection of primary data. Primary data is data obtained directly through a structured list of questions addressed to students. Research questionnaires are distributed directly with the aim of obtaining a high rate of return. Data collection is carried out around the campus, especially in public areas such as canteens, libraries, study groups, activity groups, and parking lots. This technique is used so that researchers obtain respondents with different demographic backgrounds.

The validity test in this study was carried out by comparing the value of r count with r table for a significance level of 5% of degree of freedom (df) = $n-2$, in this case n is the number of samples. If r count the value is greater than r table and is positive then the question or indicator is declared valid (Ghozali, 2018; Shih, 2020). Meanwhile, Djaali (2008) explained that the minimum requirement to be considered valid is the value of r count $>$ r table. The magnitude of the table r grain is determined by the degree of significance and degree of freedom (et al).

Reliability is a tool used to measure a questionnaire which is an indicator of the variable. A questionnaire is said to be reliable or reliable if a person's answers to questions are consistent or stable over time. Reliability measurements were performed by statistical tests of Cronbach Alpha and composite reliability. A variable is said to be reliable if it gives the Cronbach Alpha value and composite reliability ≥ 0.50 (Hair et al., 2018; Welton, 2020).

Data analysis in this study was carried out in two stages. The first stage is descriptive analysis. This analysis aims to provide a descriptive picture of research phenomena based on descriptive statistical analysis such as average values, deviations, and persistence. The second stage is inference analysis, which is a process of drawing conclusions based on sample data to test the correctness of hypotheses (Ghozali, 2018; Shih, 2020).

In the inference analysis in this study using component or variance based structural equation modeling (SEM), this is because the data used is in the form of scale or multivariate. Therefore, a relatively more suitable analysis to use is SEM using the partial least square (PLS) program package version 3 (new SmartPLS 3). The use of PLS-SEM is done because it allows researchers to test the gaps between complex variables, thus allowing researchers to obtain a comprehensive picture of the entire model. According to Ghazali (2018) in terms of methodology PLS-SEM can present a system of simultaneous equations, linear causal analysis, trajectory analysis, covariance analysis, and structural equation models. In addition, according to Sugiyono (2019) PLS-SEM can also test together related to (1) structural models of the relationship between independent constructs and dependent constructs and (2) relationships related to measurement models, which can be seen and loading values between indicators and constructs (latent variables).

Results and Discussion

Results

Research Object. Research respondents are employees at a cleaning service and gardening company in West Jakarta 11450. Generally, employees work at companies that collaborate or partner with government and private office managers, educational institutions, hospitals, and other offices.

Convergent Validity Testing. Convergent Validity testing is a measurement model with reflective indicators that are assessed based on the correlation between component scores and construct scores, also known as loading factors. All loading factor values are valid, because they have a correlation value above 0.50, namely by looking at the output results of the correlation between indicators and their constructs.

Discriminant Validity Testing. Discriminant validity testing is a reflective indicator that can be seen in the cross loading between indicators and their constructs. An indicator can be declared valid if it has a higher loading factor value compared to the loading factors of other constructs, in this study all have been met.

Another method to see discriminant validity is to look at the square root of average variance extracted (AVE) value and see the Fornell Lacker Criterion. From the AVE value and the Fornell Lacker Criterion value, it shows that the discriminant validity value produced has met good criteria.

Composite Reliability Testing and Cronbach's Alpha. Testing composite reliability and Cronbach's alpha aims to test the reliability of the instrument in a research model. If all latent variables have a composite reliability value and Cronbach's alpha ≥ 0.7 , then this means that the construct has good reliability or the questionnaire used as a tool in this research is reliable or consistent.

Inner model testing is the development of a concept and theory based model in order to analyze the relationship between exogenous and endogenous variables which have been described in a conceptual framework. The testing steps for the structural model (inner model) are as follows:

Testing the R-square Value. Look at the R-Square value which is a model goodness-fit test. The R-square value is zero to one. If the R-square value is closer to one, then the independent variables provide all the information needed to predict the variation of each dependent variable and vice versa, the smaller the R-square value, the more limited the variation in the dependent variable.

The structural model indicates that the model for the work discipline and employee performance variables can be said to be strong because it has a value above 0.33. The model of the influence of independent latent variables (online attendance and compensation) on work discipline gives an R-square value of 0.523 which can be interpreted as meaning that the reliability of the work discipline construct which can be explained by the variability of the online absence and compensation construct is 52.3% while 47.7% is explained by other variables outside those studied. Employee performance has an R-square value of 0.651, so it can be interpreted that the variability of employee performance constructs can be explained by the variability of online attendance and compensation constructs, and work discipline of 65.1%, while 34.9% is explained by other variables outside those studied.

Goodness of Fit Model Testing. Goodness of Fit testing of the structural model on the inner model uses predictive-relevance value (Q²). A Q-square value greater than 0 (zero) indicates that the model has predictive relevance value. The calculation results above show a predictive-relevance value of 0.8335, which is greater than 0 (zero). This means that 83.35% of work discipline and employee performance (dependent variable) is explained by the independent variable used. Thus the model is said to be worthy of having relevant predictive value

The estimated value for the path relationship in the structural model must be significant. The significance value for this hypothesis can be obtained using the bootstrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the T-statistic significance value in the bootstrapping report algorithm. To find out whether it is significant or not significant, look at the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics). If the probability is > 0.05 then the model is rejected and vice versa, if the probability is < 0.05 then the model is accepted.

Discussion

The Effect of Online Attendance on Employee Performance

Based on the results of hypothesis testing in this study, the t-statistic value is 0.080, the original sample value is 0.011, and the P-value is 0.936. t-statistic is less than t-table 1.96, and the P-values show greater than 0.05. These results indicate that online attendance has no effect on employee performance, meaning that the implementation of online attendance or the use of attendance as before does not significantly affect employee performance.

This study also proves that increasing or decreasing the level of attendance, it will not affect employee performance. This is because employee performance in developing and improving the quality of work does not change even though the level of craftsmanship of an employee to come to the workplace is close to 07.00. And there are some employees who come from 06.30 but this cannot also improve employee performance.

This research is in line with Purnakaryanto and Baehaki's research (2022) which found that Online Attendance (E-Mobile attendance) has no effect on Employee Performance. In addition, in accordance with research conducted by Wanta et al (2022), it shows that the SIAP application has no significant effect on employee performance variables.

Effect of Compensation on Employee Performance

Based on the results of hypothesis testing in this study, the t-statistic value of 2.896, the original sample value of 0.438, and the P-values of 0.004 were obtained. The t-statistic value is greater than the t-table value of 1.96, the original sample value shows a positive value, and the P-values show less than 0.05. These results indicate that compensation has a positive and significant effect on employee performance, meaning that the higher the compensation given to employees, it will be able to improve employee performance.

This is because compensation is one of the important factors that affect performance, one of which is the provision of compensation depending on employee working hours. And to find out the quality of good employee performance, the company must provide compensation in accordance with the employee's work.

The results of this study are in line with research conducted by Dwianto et al. (2019) which found that there is a significant positive influence between compensation on the performance of employees in the production department of PT Jaeil Indonesia. In addition, in accordance with the research conducted by Lubis

et al. (2021), shows that compensation has a significant positive effect on the performance of Bank Mandiri Kc Medan City employees.

Effect of Online Attendance on Work Discipline

Based on the hypothesis test in this study, the results obtained a t-statistic value of 3.412, an original sample value of 0.445, and a P-value of 0.001. The t-statistic value is greater than the t-table value of 1.96, the original sample value shows a positive value, and the P-values show a value of less than 0.05. The results of this study suggest that online attendance has a positive and significant effect on work discipline, meaning that the higher the level of online attendance, the higher the level of employee discipline.

This is because it is easy for the HR department to accurately record employee attendance and has been integrated with the employee payroll system, if they are late or absent, there will be employee disciplinary action which can even lead to salary cuts. So that this makes employees pay more attention to their attendance

This study supports the results of Harefa's research (2021) which found that there is a positive and significant effect of the application-based online attendance system on employee discipline. In addition, in accordance with research conducted by Putri (2022), it states that there is a significant influence between online attendance on the work discipline of civil servants at the West Java Provincial Education Office.

The Effect of Compensation on Work Discipline

Based on the hypothesis test in this study, the results obtained a t-statistic value of 2.896, an original sample value of 0.335 and a P-value of 0.012. the t-statistic value is greater than the t-table value of 1.96, the original sample value shows a positive value, and the P-values show less than 0.05. The results of this study indicate that compensation has a positive and significant effect on work discipline, meaning that the higher the compensation provided, the higher the level of employee discipline. The results of this study indicate that compensation has a positive and significant effect on work discipline, meaning that the higher the compensation provided, the higher the level of employee discipline.

This is because employees who get adequate salaries, incentives and facilities from the company will also increase their discipline in obeying all company regulations. This study supports the results of Putra's research (2022) which found that there is a positive and significant effect of compensation on employee work discipline at CV Jaya Mitra Abadi Pekanbaru. In addition, in accordance with research conducted by Mahardika (2022), it states that compensation has a positive and significant effect on work discipline.

The Effect of Work Discipline on Employee Performance

Based on the hypothesis test in this study, the results obtained a t-statistic value of 3.012, an original sample value of 0.441, and a P-value of 0.003. the t-statistic value is greater than the t-table value of 1.96, the original sample value shows a positive value, and the P-values show less than 0.005. The results of this study indicate that work discipline has a positive and significant effect on employee performance. The results of this study indicate that work discipline has a positive and significant effect on employee performance, meaning that the higher the level of work discipline, the higher the level of employee performance.

This is because with high work discipline, employees will carry out their duties or work in an orderly and smooth manner in accordance with the standards set by the company, so that their performance results will increase and can reach the target. The high and low level of employee work discipline can be seen from the level of employees in doing their tasks on time.

This research is in line with the research of Muslimat, et. al (2021) which found that work discipline has a positive and significant effect on employee performance. In addition, in accordance with the research conducted by Farhah et al. (2020), stating that work discipline has a positive and significant effect on the performance of employees of PT Kalla Kakao Industri.

The effect of Work Discipline is able to mediate Online Attendance on Employee Performance

Based on the hypothesis test in this study, the t-statistic value is 2.211, the original sample value is 0.192, and the P-values are 0.027. the t-statistic value is greater than the t-table value of

1.96, the original sample value shows a positive value, and the P-values show less than 0.05. The results of this study indicate that work discipline is able to mediate the effect of online attendance on employee performance. The results of this study indicate that work discipline is able to mediate the effect of online attendance on employee performance. This is because one of the characteristics of work discipline is the level of attendance. With a high level of attendance where employees always arrive on time and do not delay time, performance problems will not become severe, and possible problems that occur can be resolved appropriately and easily. And with the maximum use and use of online attendance, it will have an impact on improving both employee performance and employee work discipline.

This research supports the research of alfiansyah et al. (2022) which found that online attendance partially has a positive and significant effect on employee performance through work discipline. This can be explained if the company tries to continue to maximise the use of online attendance, it will have an impact on improving quality both on performance and on employee discipline.

The effect of Work Discipline is able to mediate Compensation on Employee Performance

Based on the hypothesis test in this study, the results obtained a t-statistic value of 1.786, an original value of 0.148, and a P-value of 0.075. the t-statistic value is less than the t-table value of 1.96, and the P-values show more than 0.05, these results indicate that work discipline is not able to mediate compensation on employee performance. This means that this model is unmediated, where the independent variable (compensation) is able to directly influence the dependent variable (employee performance) without involving the mediator variable (work discipline).

This can be seen from employees who lack discipline do not think about the rewards and punishments carried out by the company, therefore they indirectly hinder a job so that it can reduce their performance and not achieve the targets set by the company. This research is in line with the research of Yusuf et.al (2020) which found that work discipline is unable to mediate the effect of compensation on employee performance. In addition, in accordance with the research conducted by Deni et al. (2020), shows that compensation on employee performance with intermediary discipline has a positive and insignificant effect on employee performance at the Regional Secretariat of Lima Puluh Kota Regency.

Conclusion

1. Online attendance has no effect on employee performance, this shows that the implementation of online attendance or the use of manual attendance as before does not significantly affect employee performance.
2. Compensation has a positive and significant effect on employee performance. This shows that increasing compensation will improve employee performance and vice versa.
3. Online attendance has a positive and significant effect on work discipline. This shows that the better the implementation of online attendance will increase employee discipline and vice versa and vice versa.
4. Compensation has a positive and significant effect on work discipline. This shows that the better the compensation applied by the company, it will increase employee discipline and vice versa.
5. Work discipline has a positive and significant effect on employee performance. This shows that if work discipline increases, employee performance will also increase and vice versa.
6. Work discipline is able to mediate online attendance on employee performance.
7. Work discipline is not able to mediate the effect of compensation on employee performance

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