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THE EFFECT OF COMPENSATION AND ORGANIZATION BEHAVIOR ON EMPLOYEE WORK DISCIPLINE

Rejeki Bangun
Bisnis Digital, Institut Teknologi dan Bisnis Indobaru Nasional
email: rejeki.bangun@indobarunasional.ac.id

ABSTRACT

Work discipline in organizations is the behavioral foundation that enables structured, efficient, and harmonious operations. It is shaped by both internal factors (motivation, commitment) and external factors (compensation, leadership, culture), and it serves as a critical mediator between organizational inputs and performance outcomes. The purpose of this study is to ascertain how compensation and organization behavior and impact employee work discipline. SPSS version 25 and a questionnaire for 99 respondents are used in this study. This study uses multiple linear regression techniques along with statistical analysis and quantitative research. Multiple linear regression analysis results for compensation (X1) of -0.154 with a significance value of 0.878 and organization behavior (X2) of 7.272 with a significance value of 0.000 were produced by researchers based on SPSS data analysis. The results of the simultaneous test (F test) showed a significance value of 0.000 and a score of 28.750. The conclusion of this study, the first hypothesis is that compensation has no significant effect on employee work discipline, the second hypothesis is that organization behavior has a significant effect on employee work discipline and the last hypothesis is that the two variables (compensation, organization behavior,) have a simultaneous influence on employee work discipline.
Keywords: *Compensation, Organization Behavior, Employee Work Discipline*

INRODUCTION

In today's rapidly evolving and highly competitive business environment, organizations across all sectors face immense pressure to optimize their human resources as a key driver of sustainable competitive advantage. Human capital is widely regarded as the most valuable asset of any organization, as it determines the effectiveness and efficiency of all operational activities. Among the various factors that contribute to organizational success, employee work discipline stands out as a fundamental pillar that directly influences productivity, quality of output, and overall organizational performance.

Work discipline refers to the extent to which employees consistently adhere to organizational rules, regulations, policies, standard operating procedures, and behavioral expectations. It manifests through punctuality, regular attendance, compliance with safety protocols, respect for authority, timely completion of tasks, and responsible use of organizational resources. When employees demonstrate high levels of work discipline, organizations benefit from reduced absenteeism, lower turnover rates, improved product and service quality, enhanced workplace safety, and more efficient resource utilization. Conversely, low work discipline characterized by tardiness, absenteeism, negligence, rule violations, and misconduct can disrupt operations, increase costs, damage organizational reputation, and ultimately threaten organizational survival.

Badeni (2014) asserts that a person's sense of accountability for the duties he is given is reflected in his level of discipline. Because discipline makes the goals to be accomplished more effective and efficient, every leader always aspires for his followers to be disciplined. Being disciplined is being willing to abide by all applicable societal norms and company or

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organization rules. A leader's role encompasses all areas or facets and is not only about coordinating. A leader can be considered successful if they are able to inspire their followers and assume significant responsibility.

According to Haiman (2017), discipline is an orderly state in which members of the organization behave and regard the rules as appropriate behavior organizations that act in a way that complies with organizational regulations.

Despite the acknowledged importance of work discipline, many organizations continue to struggle with disciplinary issues among their workforce. Common manifestations include high rates of absenteeism, frequent lateness, failure to meet deadlines, resistance to supervisory instructions, violation of safety procedures, and general disregard for organizational policies. These problems are often symptomatic of deeper organizational deficiencies, particularly in the areas of compensation and organizational behavior practices.

Compensation is a critical factor that influences employee attitudes and behaviors. It encompasses all forms of financial and non-financial rewards that employees receive in exchange for their contributions to the organization. Financial compensation includes base salary, wages, bonuses, incentives, commissions, and allowances, while non-financial compensation comprises benefits such as health insurance, retirement plans, paid leave, recognition programs, and opportunities for career development.

When employees perceive that they are fairly and adequately compensated for their efforts, they tend to develop greater satisfaction, commitment, and loyalty toward the organization. This positive psychological state, in turn, encourages them to comply with organizational rules and expectations voluntarily. Conversely, perceived inequity or inadequacy in compensation can breed resentment, demotivation, and a tendency to violate rules as a form of retaliation or disengagement.

Umar (2013) defines compensation as: Everything received by an employee as a reward for the services or contributions they have provided to the organization. Umar provides a comprehensive and systematic view of compensation, defining it as the total package of rewards provided to employees in exchange for their work. He strongly emphasizes that compensation is a strategic tool for achieving organizational goals, not merely an operational cost. A central pillar of Umar's framework is his clear and detailed classification system. He categorizes compensation into three main types: Direct Financial Compensation. This is the core monetary payment an employee receives for their work. Indirect Financial Compensation. This encompasses all financial benefits that are not part of the direct paycheck but have clear monetary value. Non-Financial Compensation. This is a critical dimension that affects job satisfaction and motivation beyond money. Compensation is a multifaceted tool that extends beyond salary to include justice, structure, and non-monetary benefits: Compensation Justice: Al-Jaber and Schmidt (2024) found that perceived fairness in pay distribution and procedures is a strong predictor of discipline, especially when reinforced by ethical leadership.

Equally important is organizational behavior a broad construct that encompasses the patterns of interaction, communication, leadership, culture, and work environment within an organization. Organizational behavior reflects the collective attitudes, values, and behaviors of individuals and groups within the workplace. Key dimensions include organizational culture (shared values and norms), leadership style, supervision

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quality, communication patterns, team dynamics, training and development opportunities, and employee motivation. A positive organizational behavior environment fosters trust, cooperation, engagement, and a sense of belonging among employees, which naturally promotes self-discipline and adherence to organizational standards. In contrast, a toxic or unsupportive organizational climate characterized by poor leadership, unclear expectations, favoritism, lack of communication, or inadequate training can erode employee morale and lead to disciplinary problems.

Mangkunegara (2017) defines organizational behavior as follows: Organizational behavior is the study that examines behavior at the individual level and the group level within an organization and its impact on performance (both individual, group, and organizational performance.

Mangkunegara's perspective on Organizational Behavior is deeply integrated into his human resource management framework. He views OB as the study of how individuals and groups act within an organization, with a strong emphasis on the role of management in shaping this behavior to achieve both company and employee goals. His approach is practical and focuses on measurable outcomes, primarily performance. He breaks down the study of OB into several key interconnected areas individual behaviour and group behaviour. Organizational behavior (OB) factors, such as organizational commitment, culture, and justice, create an environment where discipline is intrinsically motivated rather than enforced.

The results of observations and interviews with 59% of Team Metal Group staff members, as reported by researchers in the field studying, show that employee work discipline at Team Metal Group has not been optimal over the past three years due to fluctuations from year to year roughly 89.83% is correlated with this poor organizational discipline statistics.

It is hoped that the company will be able to make good policies and decisions, particularly those related to compensation and organization behavior, which in turn can improve employee work discipline. Based on the phenomena at Team Metal Group described above, the researchers are interested in conducting research on the determination of compensation and organization behavior on employee work discipline. The gap with previous research is that there are several research indicators that have no significant effect and some indicators that have a significant effect.

RESEARCH METHODS

The population of this study consisted of 99 Team Metal Group employees. In all, 99 respondents made up the study's samples. Saturated sampling is the sampling technique used.

The purpose of this study is to use empirical data to support the theoretical concept. With a sample drawn from the population and a questionnaire serving as the primary data collection tool, this study attempts to evaluate the hypothesis.

Questionnaires are used to acquire data by asking people involved in the issue questions. The authors employed a Likert scale, which employs several question items to quantify individual behavior by answering a 5-point choice on each question item, to evaluate respondents' answers. Five is extremely agree, four is agree, three is uncertain, two is disagree, and one is severely disagree on the Likert scale.

Data analysis is the next stage after data collection. The goal of this analysis is to evaluate and make inferences based on the information gathered. Regression analysis is

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the data analysis approach used in this study, and SPSS 25 software will be used for processing.

For data processing to produce more exact and accurate outcomes, the acquired data must be verified for quality and dependability. Consequently, it is essential to understand the degree of validity and reliability of the measuring device being utilized. According to the study, every variable questionnaire item that was examined for validity satisfies the valid requirements and can be used as a questionnaire in future studies. All of the variable questionnaire questions in the reliability test, however, are trustworthy and suitable for use as research tools.

RESULTS AND DISCUSSION

Normality Test

The residual normality test determines whether or not the regression's residual value is regularly distributed. A normality test can be performed using a variety of techniques, including a normal probability plot of the regression graph or a histogram graph.

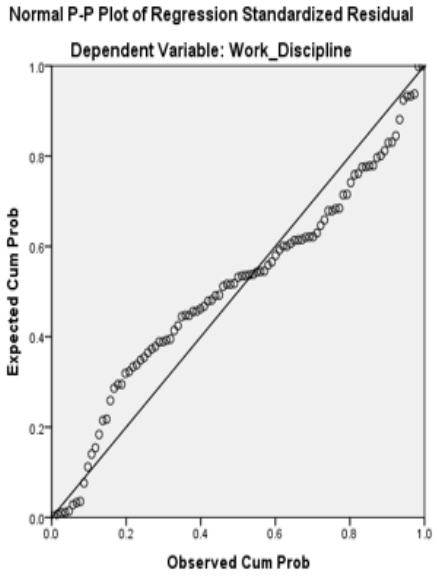


Figure 1. P-P Plot of data normality test

It is evident from the above image that the data (dots) follow and disperse around the diagonal line. Therefore, it can be inferred from the image that the regression model's residuals are regularly distributed.

Coefficient of Determination

Determination analysis, often known as R square and represented by R2, is a technique used to quantify the extent to which the independent variable (X) influences the dependent variable (Y). The independent variable (X) has less of an impact on the dependent variable (Y) when the coefficient of determination is less.

On the other hand, the more strongly the independent variable influences the dependent variable, the closer the coefficient of determination is to 1. Therefore, if the coefficient of determination is zero, it means that the independent variable has no percentage influence on the dependent variable. On the other hand, the independent variable's contribution to the dependent variable is perfect if the coefficient of determination equals 1.

Table 1. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.612[a]	,375	,362	2,714	,375	28,750	2	96	,000

The Adjusted R Square coefficient of determination, as seen in the above table, is 0.362. This indicates that 36.20% of the influence of work discipline may be explained by the variable compensation, and organization behavior. The influence of additional independent variables not included in this study accounts for the remaining 63.80%.

T-test (Partial Hypothesis Test)

Table 2. T-test Results

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tol	VIF
1	(Constant)	16,277	3,376		4,821	,000		
	Compensation	-,008	,054	-,013	-,154	,878	,908	1,101
	Organization_Behavior	,595	,082	,616	7,272	,000	,908	1,101

With the following parameters for hypothesis testing, the t table number derived from these findings is 1.66:

(1) According to the computation results, compensation has a negative impact on employee work discipline, as indicated by the t count -0.1542.174< t table 1.66 and significance 0.878 >0.05.

(2) According to the computation results, there is a positive correlation between organization behavior on employee work discipline by the t count 7.272> t table 1.66 and significance 0.000 <0.05.

F Test (Simultaneous Hypothesis Test)

Table 3. F-test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	423,563	2	211,782	28,750	.000[b]
	Residual	707,164	96	7,366		
	Total	1130,727	98			

The F test obtained F count of 28.750 with a significant level of 0.000. Because the probability (0.000) is smaller than 0.05, it simultaneously affects employee performance.

CONCLUSIONS

The following will wrap up a few aspects of this study based on the conclusions and debate presented in the earlier chapters: (a) compensation of -0.154< t table 1.66 and significance 0.878 >0.05 which means that there is a negative influence between compensation on employee work discipline. It can be said that inadequate compensation will result in a decline in employee work discipline. Company can avoid and increase employee with good compensation and care about what is employee really needs.

(b) organization behavior of 7.272> t table 1.66 and significance 0.00>0.05 which means that there is a positive influence between organization behavior on employee work discipline. Good organization behavior will lead into good employee work discipline.

For more comprehensive understanding of compensation and organization behavior, future researchers can employ additional variables and a larger population coverage in this study, as well as investigate additional elements or indicators. In order for future research to paint a more precise image, the sample size should also be greater than that of current study. Science's contribution to this research is that it may be used as a guide by businesses to keep improving, which will ultimately enhance employee performance.

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