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The Effect of Compensation and Work Discipline on the Performance of the State Civil Apparatus in the Office Barru District Center For Statistics

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Abstract: The objectives of this study are (1) to determine the effect of compensation on the performance of the state civil apparatus at the Central Bureau of Statistics of Barru Regency. (2) to determine the effect of work discipline on the performance of the state civil apparatus at the Central Bureau of Statistics of Barru Regency. (3) to determine the effect of compensation and work discipline together on the performance of the state civil apparatus at the Central Bureau of Statistics of Barru Regency. Data collection techniques in this study are the method of observation, interviews, and literature study. In this study, the population is the entire State Civil Apparatus (SCA) of the Central Statistics Agency office, totaling 32 people. In order for this study to provide generalizations with a very small error rate, and considering that the population is only 32 people, this research uses a sampling technique, namely saturated sampling (census). Thus the number of samples in this study were 32 people. The results of the study show that (1) Compensation partially affects the performance of the state civil apparatus at the Barru Central Bureau of Statistics. Where the results obtained by compensation have a t_{count} value of $6.121 > t_{table}$. 1.6973 and the significance level of t is less than 0.05 (sig = 0.005 < 0.05). (2). Work discipline has a partial effect on the performance of the state civil apparatus at the Barru Central Bureau of Statistics. Where the results obtained by work discipline have a t arithmetic value of $3.794 > t_{table}$ 1.6973 and the significance level of t is less than 0.05 (sig = 0.000 < 0.05). (3). Compensation and work discipline simultaneously (simultaneously) affect the performance of the state civil apparatus at the Barru Central Bureau of Statistics. It can be seen that compensation and work discipline give a calculated F_{value} of 75.818 which is greater than the F_{table}, which is 3.29 with a probability value of 0.000 which means it is below the significance value of 0.05.

Keywords: Compensation, Performance and Work Discipline

1. Introduction

With the current global competition, the world of work really needs people who can think ahead, are smart, innovative and able to work with high spirits in improving performance in their field of work to achieve organizational or company goals. Not only that, in the current condition the role of human resources themselves who have an important role in an organization or company, is also prioritized on mature managerial aspects in managing the organization. Various organizations or companies are trying to improve the performance of all

elements in their respective organizations with the aim of achieving company survival. This is due to the increasingly competitive competition with other competing companies.

Therefore, with competition in various sectors, the process of managing and maintaining organizational management is increasingly getting serious attention from all elements in the company to create a managerial system that is strong and able to keep up with current developments. Human resources, which in this case are state civil servants or employees in an institution or organization, of course try to work with the abilities they have in order to achieve high performance. To improve the performance of the state civil apparatus in an agency, it can be seen from the amount of salary and benefits provided by the company with the amount of responsibility for the work carried out in addition to the level of attendance at work caused by the lack of work discipline of the state civil apparatus and the ineffective use of time in carrying out job duties is also said to be a low level of performance of the state civil apparatus.

Taking into account these conditions, the role of this human resource strategy is very important where companies must utilize their human resources as effectively as possible in order to have good performance. One of them is to improve the performance of the state civil apparatus through the provision of appropriate compensation as remuneration to the state civil apparatus for the efforts they do to the company, this is because every person working has a motive to get profits or benefits at work.

Compensation is all income in the form of money, goods directly or indirectly received by the state civil apparatus in return for services provided to the company. The role of compensation reflects the company's efforts to maintain its human resources. The provision of better compensation will encourage the state civil apparatus to work better and more productively.

In addition to compensation for improving the performance of the state civil apparatus, it can also be done by creating work discipline, because a well-managed work discipline will result in the compliance of the state civil apparatus to various company regulations aimed at improving performance. For this reason, agency leaders need to monitor every behavior or action taken by all state civil servants at work. Discipline is a person's awareness and willingness to obey all company, agency or organization regulations and applicable social norms. The existence of a good level of work discipline reflects the credibility of the state civil apparatus to achieve an optimal work result for the company's success.

The existence of a leadership role in managing the discipline of every state civil apparatus is also needed as a reference for all state civil servants so that they have awareness of the rules and regulations applied by the company, the high level of awareness of the state civil apparatus towards rules and regulations will foster enthusiasm in work so as to improve performance.

Compensation is a sensitive matter when it is associated with eligibility in meeting needs, if the current level of need increases so that the salary given is still deemed insufficient. The provision of fair compensation is very much needed by every state civil apparatus because with a fair distribution of compensation, state civil servants feel appreciated for the efforts devoted to the company, so that a study on the Effect of Compensation and Work Discipline on the Performance of State Civil Apparatus at the Regency Central Bureau of Statistics Barru is badly needed.

2. Literature Review

2.1. Compensation

Compensation needs to be distinguished from salary and wages, because the concept of compensation is not the same as the concept of salary or wages. Salaries and wages are one of the concrete forms of compensation. For that to be clear, the compensation is not only in the form of salary or wages, but there are other things.

According to Suwatno and Priansa (2011:220), compensation is any form of payment given to the employer. Thus, compensation has a broad meaning, besides consisting of salaries and wages, it can also be in the form of housing facilities, vehicle facilities, uniforms, family allowances, health benefits, food allowances and many others that can be valued in money and tend to be regularly accepted by employees.

An organization, especially in the form of a "profit marking" company, a compensation arrangement is an important factor to be able to attract, maintain and retain workers for the benefit of the organization concerned. A compensation can be financial or non-financial, although in general the term compensation is used as or in the sense of the process of administering salaries and wages.

Compensation is one of the variables that affect employee performance, so organizations must implement a compensation system by considering the interests of the organization and the interests of employees. By accommodating the interests of these employees, it will lead to satisfaction for them which in turn will affect the motivation to work productively and efficiently.

2.2. Work Discipline

Darsono (2011: 130-132) also divides work discipline into three, namely: 1) preventive discipline; 2) positive discipline; 3) progressive discipline. For more details, it will be described as following:

1. Preventive Discipline. Preventive discipline is a way of management to create a conducive organizational climate to increase work productivity. Workers' behavior is regulated by organizational norms so as not to harm the organization where they work. There are three keys that managers must have to reduce the occurrence of disciplinary violations, namely:
   a) Formulation of work regulations by taking into account the capabilities of human resources, the objectives to be achieved, and the means to achieve that goal.
   b) Dissemination of work regulations accompanied by education.
   c) Enforcement of work regulations must not discriminate against provide awards for employee performance.
2. Positive Discipline. Positive discipline is the mental development of employees whose performance is not satisfactory. The goal is to help employees to improve themselves, not sanctions. This view is based on the fact that employees are generally willing to take responsibility for her job. If employees do not have self-awareness of their performance, discipline positive means nothing. The steps to enforce positive discipline are:
   a) Formulate work norms that must be obeyed by employees.
   b) Socialize through education and training the work norms.
   c) Evaluating employee performance and providing the results to employees.
   d) Mentally fostering employees whose performance is not satisfactory.
3. Progressive Discipline. Progressive discipline is management intervention to employees whose performance does not satisfy the organization before the employee concerned is sanctioned or dismissed. The goal is to provide opportunities for resources (HR) to improve performance before being punished or dismissed. In addition, it is to provide

opportunities for leaders to work together with sources human resources (HR) in correcting mistakes made. There are 4 (four) stages through which to apply this progressive discipline, namely:

a) Verbal warning.
b) Written warning.
c) Suspension (suspension).
d) Discharge

According to Hasibuan (2008: 193), discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Discipline can be interpreted when employees always come and go home on time, do all the work well, comply with all company regulations and social norms that apply. Siagian (2008:305) states that discipline is a management action to encourage members of the organization to meet the demands of these various provisions.

From the description of the definitions stated above, it can be concluded that work discipline is related to coming and going home on time, doing all the work well, complying with all applicable regulations and the company providing sanctions for employees who are not disciplined. Handoko (2001: 208) in Izaz Dany Afianto and Hamidah Nayati Utami. (2017: 59) states the dimensions used to assess work discipline are attendance, obedience, punctuality and behavior.

2.3. Employee Performance Appraisal

In fact, there are still many lecturers who do not show good organizational behavior, such as lecturers who are still individual in completing various jobs, lecturers do not get support for work that is carried out according to their function, the work produced is not in accordance with expectations, adds to problems in the organization and is not sporting in advancing the organization. This organizational behavior has an unfavorable impact on lecturer performance

Performance appraisal governance is very useful for assessing the quantity, quality, and efficiency of services and motivating implementing bureaucrats to do a better job (Yunus, 2017: 17).

Mangkunegara in Ariyanti (2014: 147) performance indicators are:

1. Quality of work, reflecting the improvement of quality and work standards that have been determined previously, usually accompanied by an increase in capability and economic value.
2. Quantity of Output, reflects an increase in the volume or number of a unit of activity that produces goods in terms of quantity. The quantity of work can be measured through the addition of physical value and goods from the previous results.
3. Whether or not it can be relied on, reflects how a person gets things done the work assigned to him with a level of thoroughness, willingness and enthusiasm tall.
4. Cooperative attitude, reflecting an attitude that shows high cooperation between employees and attitudes towards superiors as well as employees in other organizations.

According to (Al Mehrzi and Singh, 2016) in Zulbahri (2021: 628), performance is the result or level of success of a person as a whole during a certain period of time in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria. previously agreed upon.

In an effort to improve lecturer performance, a lecturer performance appraisal system is needed that can measure whether the lecturers have met the standards required by educational institutions. The results of the lecturer performance appraisal system become

evaluation materials for management in relation to decisions in efforts to improve lecturer performance (Hardin, A.M. Azizu and Wa Ode DP Sari, 2020: 58).

Since the reformation era in Indonesia, the government's role in realizing good governance has entered a new chapter in terms of refinement, and improvement of previously assessed bureaucratic systems less relevant to the socio-geography of the Indonesian people. Bureaucratic reform is a step taken by the government as a result of a paradigm shift that occurs in a society that demands significant change. the one that The direction of bureaucratic reform policy is to improve the performance of state tools (Sedarmayanti, 2014) in Merianti Lappung, Saban Echdar and Maryadi (2020: 137).

3. Methodology

Descriptive analysis is intended to provide a general description of the object under study through sample or population data as it is, without conducting analysis and drawing general conclusions. The data obtained through the results of this descriptive analysis is done by presenting it in the form of a regular table or through a frequency distribution table. For the purposes of data analysis, to find out the magnitude of the partial effect, between Compensation (X_1) on Performance (Y), Work Discipline (X_2) on performance (Y), as well as simultaneous analysis (together). Multiple Linear Regression uses the theoretical formulation of Sugiyono (2011: 275), as follows, multiple linear regression analysis will be used.

The sources of data used in this writing are: (1). Primary data, namely data obtained through direct interviews with state civil servants in relation to the issues discussed; (2). Secondary data, namely data obtained from the Central Bureau of Statistics Office of Barru Regency related to the problems discussed in this study. This study has a population of 31 people and the sample is 31 respondents so this research is a type of census research.

4. Results and Discussion

4.1. Validity and Reliability Test Analysis

Data analysis using 2 (two) tests, namely instrument test (validity and reliability test) and using SPSS version 23 (Hardin, LM Mustari, WODDP Sari, 2019: 16). The purpose of the validity test is to find out whether there are questions on the questionnaire that must be discarded or replaced because they are considered irrelevant. The validity used in this study is the moment product correlation test or better known as the Pearson correlation. This study uses all samples of (n) = 31, then the magnitude of df = 31 – 2 = 29. Where = 0.05 then obtained r table of 0.361. The following are the results of validating data using SPSS 20 on the compensation variables below:

Table 1. Analysis of Compensation Variable Validation (X_1)

Item Number	Total Item Correlation (r count)	Sig	r table	Information
$X_{1.1}$	0,657	0,000	0,361	valid
$X_{1.2}$	0,676	0,000	0,361	valid
$X_{1.3}$	0,631	0,000	0,361	valid
$X_{1.4}$	0,543	0,001	0,361	valid
$X_{1.5}$	0,662	0,000	0,361	valid
$X_{1.6}$	0,357	0,005	0,361	valid
$X_{1.7}$	0,379	0,003	0,361	valid

Source: Primary Data Processed 2020

Based on table 1 above, it shows that all statements in the compensation variable (X1) are valid. It can be seen that the Pearson correlation (r count) of each statement item is greater than the value of r table with a significance level for all statement items at a level less than 0.05. Furthermore, the validation analysis on the work discipline variable (X_2) can be seen in table 3 below:

Table 2. Validation Analysis of Work Discipline Variables (X_2)

Item Number	Total Item Correlation (r count)	Sig	r table	Information
$X_{1.1}$	0,597	0,000	0,361	valid
$X_{1.2}$	0,765	0,000	0,361	valid
$X_{1.3}$	0,627	0,000	0,361	valid
$X_{1.4}$	0,608	0,000	0,361	Valid
$X_{1.5}$	0,620	0,000	0,361	Valid
$X_{1.6}$	0,760	0,000	0,361	Valid
$X_{1.7}$	0,721	0,000	0,361	Valid

Source: Primary Data Processed 2020

Based on table 2 above, it shows that all statements in the work discipline variable (X_2) are valid. It can be seen that the value of the Pearson correlation (r count) for each statement item is greater than the value of r table with a significance level for all statement items at a level less than 0.05. Furthermore, the validation analysis on the performance variable (Y) can be seen in table 4.6 below:

Table 3. Analysis of Performance Variable Validation (Y)

Item Number	Total Item Correlation (r count)	Sig	r table	Information
Y_1	0,839	0,000	0,361	Valid
Y_2	0,745	0,000	0,361	Valid
Y_3	0,698	0,000	0,361	Valid
Y_4	0,837	0,000	0,361	Valid
Y_5	0,883	0,000	0,361	Valid
Y_6	0,850	0,000	0,361	Valid
Y_7	0,742	0,000	0,361	Valid

Source: Primary Data Processed 2020

Based on table 3 above, it shows that all statements in the performance variable (Y) are valid. It can be seen that the value of the Pearson correlation (r count) for each statement item is greater than the value of r table with a significance level for all statement items at a level less than 0.05.

The reliability test is useful for determining whether the instrument, in this case the questionnaire, can be used more than once, at least the same respondent can be used. The reliability measure used in this study is the Cronbach alpha coefficient > 0.60 indicating a construct or variable is reliable.

Table 4. Results of Research Variable Reliability Analysis

Variable	Cronbach Alpha	Reliability Category
Compensation (X_1)	0,570	Currently
Work Discipline (X_2)	0,801	Very high
Performance (Y)	0,904	Very high

Source: Primary Data Processed 2020

Based on table 4 above, it can be seen in the compensation variable (X1) the cronbach alpha value of 0.570 is included in the medium reliability category, the work discipline variable (X_2) the cronbach alpha value of 0.801 is included in the high reliability category, and the performance variable (Y) cronbach value alpha of 0.904 is included in the category of very high reliability.

4.2. Partial Test (t Test)

Partial test (t test) basically shows how far the influence of one independent variable individually in explaining the variation of the independent variable. The results of the t test can be seen in table 4 below.

Table 5. Partial Hypothesis Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.205	2.499		-2.483	.019
	x1	.771	.126	.615	6.121	.000
	x2	.431	.114	.381	3.794	.001

Source: Hypothesis Testing Analysis 2020

Based on the results of the partial test (t test) above, it can be seen in the table that the coefficient value for the compensation variable is 0.771 with a t count of 6.121 > from t table 1.6973 and the significance level is less than 0.05 (sig = 0.000 < 0, 05) then H_1 is accepted.

Meanwhile, the coefficient value for the work discipline variable is 0.431 with t count of 3.794 > from t table 1.6973 and the significance level is less than 0.05 (sig = 0.000 < 0.05), then H1 is accepted. It can be partially concluded that the compensation variable (X_1) and the work discipline variable (X_2) have a significant influence on the performance of the state civil apparatus at the Barru Central Bureau of Statistics.

4.3. Simultaneous Test (F)

Simultaneous Test (F test) basically shows whether all independent variables or independent variables, namely compensation and work discipline, which are included in the model have a joint effect on the dependent variable, namely performance. To test the hypothesis in this study, H_0 is accepted, which means that together the independent variables have no effect on the dependent variable or H_1 is accepted, which means that together the variables affect the dependent variable, the F test can be used with the following formula.

Table 6. Simultaneous Test (F)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	353.805	2	176.902	75.818	.000[b]
	Residual	67.664	29	2.333		
	Total	421.469	31			

a. Dependent Variable: y
b. Predictors: (Constant), x2, x1

Source: Hypothesis Testing Analysis 2020

From table 6 above, it can be seen that the calculated F (F-Statistic) is 75.818 which is greater than the F table which is 3.29 with a probability value of 0.000 which means it is below the significant value of 0.05. Based on these data, where H_0 is rejected and H_1 is accepted, it means that the independent variables, namely compensation (X_1) and work discipline (X_2) simultaneously (together) have an influence on the performance of the state civil apparatus, the Central Bureau of Statistics of Barru Regency.

4.4. Multiple Linear Analysis

Multiple linear regression analysis is basically to estimate and or predict the population mean or the values of the dependent variable based on the known value of the independent variable. This analysis is used to determine the relationship between the independent/independent variable and the dependent/bound variable. The results of the multiple linear regression analysis can be seen in table 7 below:

Table 7. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.205	2.499		-2.483	.019
	X_1	.771	.126	.615	6.121	.000
	X_2	.431	.114	.381	3.794	.001

Source: Hypothesis Testing Analysis 2020

From the results of the multiple linear regression analysis above, it can be seen that the multiple linear regression equation regarding the effect of compensation (X_1) and work discipline (X_2) on employee performance (Y), can be written in the following equation;

$Y = -6.205 + 0.771X_1 + 0.431X_2$

Based on the results of the regression equation above, it can be explained that the constant value is -6.205, meaning that if the compensation (X_1) or work discipline (X_2) is zero, then the performance value is 6.205. Where the compensation regression coefficient (X_1) of 0.771 means that if the compensation increases or has an increase of 1 unit, the employee's performance will also increase or increase with the assumption that other variables are constant or constant. Likewise for work discipline (X_2) the value is zero, then the performance value is 6.205. Where the regression coefficient of work discipline (X_2) of 0.431 means that if work discipline increases or has an increase of 1 unit, the employee's performance will also increase or increase assuming other variables are constant or constant.

4.5. Coefficient of Determination

The coefficient of determination (R^2) in principle measures how far the ability of a model to explain the variation of the dependent variable. R^2 has a weakness, where to reduce these weaknesses, an adjusted coefficient of determination is used, namely, Adjusted R Square (R^2adj).

Table 8. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.916[a]	.839	.828	1.527	.839	75.818	2	29	.000	1.682

a. Predictors: (Constant), X_2, X_1
b. Dependent Variable: y
Source: Hypothesis Testing Analysis 2020

Table 8 above is where this study uses an adjusted coefficient of determination or commonly called Adjusd R Squard (R2adj). The results of the analysis above show that the value of Adjusd R Squard (R2adj) is 0.828, which means that the independent variable, namely work discipline, is able to explain the dependent variable, namely the performance of 82.8% while the remaining 17.2% is explained by other factors that are not included in this research model.

4.6. Discussion

Compensation, work discipline and performance as important elements in the organization, are key in responding to changes and current competitive patterns. Fair compensation, high motivation, and strong work spirit will foster a great sense of responsibility in employees so that they are able to provide the most satisfactory performance, achieve better goals, and in turn will streamline all activities within an agency.

1. Compensation partially affects the performance of the state civil apparatus at the Barru Central Bureau of Statistics. Where the results obtained by compensation have a t count value of 6.121 > t table. 1.6973 and the significance level of t is less than 0.05 (sig = 0.005 < 0.05) So Ha_1 in this study stated that compensation has an effect on employee performance, which is proven true or means Ha_1 is accepted and Ho_1 is rejected. The results of this study are in line with the results of research by Yuli Suwati (2013) which states that partially compensation has an effect on employees of PT Tunas Hijau Samarinda.
2. Work discipline has a partial effect on the performance of the state civil apparatus at the Barru Central Bureau of Statistics. Where the results obtained by work discipline have a t arithmetic value of 3.794 > t table 1.6973 and the significance level of t is less than 0.05 (sig = 0.000 < 0.05) So Ha_2 in this study stated that work discipline has an influence on performance state civil apparatus, where the truth is proven or means that Ha_2 is accepted and Ho_2 is rejected. The results of this study are in line with the results of Rinoldy's research. Z (2013) which states that work discipline partially affects the employees of the Jambi City Agriculture, Livestock, Fisheries, and Forestry Office. The head of the Central Bureau of Statistics of Barru Regency gives firm sanctions against all employees who are not disciplined in their work, which will affect their career paths. However, in reality there are still many state civil servants who practice indiscipline without regard to the firmness of sanctions given by their leaders or direct superiors.
3. Compensation and work discipline simultaneously (simultaneously) affect the performance of the state civil apparatus at the Barru Central Bureau of Statistics. It can be seen that compensation and work discipline give a calculated F value of 75.818 which is greater than the F table, which is 3.29 with a probability value of 0.000 which means it is below the

significance value of 0.05. So Ha_3 in this study stated that compensation and work discipline together (simultaneously) have an influence on the performance of the state civil apparatus at the Barru Central Bureau of Statistics. It is proven that Ha3 is accepted and Ho_3 is rejected.

5. Conclusion

Based on the results of research and discussion, conclusions can be drawn based on the hypotheses that have been established in this study: (1) Compensation has a positive (0.771) and significant (0.000 < 0.05) effect on the performance of the state civil apparatus at the Central Bureau of Statistics of Barru Regency; (2) Work discipline has a positive (0.431) and significant (0.001 < 0.05) effect on the performance of the state civil apparatus at the Central Bureau of Statistics of Barru Regency; (3) Compensation and work discipline have a positive and significant effect (0.000 < 0.05) simultaneously on the performance of the state civil apparatus at the Central Bureau of Statistics of Barru district.

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