The Effect of Compensation and Career Development on Employee Performance with Work Discipline as a Moderation Variable (Case Study at PT Kencar Sukses Investama)

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Abstract

Purpose – This research aims to investigate the effect of compensation and career development on employee performance, with work discipline as a moderating variable. This research aims to understand the extent to which compensation and career development influence employee performance, as well as whether work discipline plays a role as a moderating factor in the relationship between compensation and career development and employee performance at PT. Kencar Sukses Investama.

Methodology – A quantitative approach with a purposive sampling technique is used in this research methodology. The research sample comprised of 151 PT. Kencar Sukses Investama workers. The data was gathered using the Partial Least Squares (PLS) Structural Equation Modeling (SEM) analytical tool. Compensation, career advancement, work discipline, and employee performance are also factors in this study.

Findings – The findings of this research are that career development has a significant influence on work discipline and employee performance, while compensation does not have a significant influence on work discipline and employee performance.

Practical implications – The practical implication of this research is the need to pay attention to fair compensation and employee career development as important factors in improving work discipline and employee performance at PT. Kencar Sukses Investama.

Social implications – This research can have social implications related to improving employee welfare and organizational efficiency through fair compensation, good career development, and high work discipline.

Introduction

Staffing, evaluation, maintenance and integration are functions of Human Resources Management (HRM) in a company or organization (Hasibuan, 2019). To achieve goals within the company, human resources (HR) can be interpreted as development, compensation, individual unity, empowerment, and placement of individuals in each job (Wilson, 2012).

Employee performance underpins a large part of the company's Sukses. The better the employee's performance, the greater the company's opportunity to improve or develop. On the other hand, the more employee performance decreases, the more worrying it is for the company to run the company in the future. Employee performance certainly has an influence, including compensation, career development and work discipline (Panggabean, 2022).

Within the company, of course, there is compensation given by the company which is considered very important and also in recruiting employees within the company Firmandari, 2014.) Evaluation of employee performance within the company will go well if the system implemented is effective, but whether the performance assessment is seen as good or not depends on the process by which the employee is responsible for his job. The focus of performance appraisal is to find out how productive an employee is in carrying out their work and whether they will have good or better performance in the future. That the higher the performance, the higher the performance assessment will be (Isnowati, 2022). With this explanation, with this report the author will conduct research regarding performance assessment with several related variables at PT. Kencar Sukses Investama.

PT. Kencar Sukses Investama is a private company that operates in the manufacturing sector in the packaging (plastic packaging) and consumable (consumable) industrial sectors. The company has been established since 2011 until now, namely 2023, with the development of PT. Kencar Sukses Investama is related to adding machines, increasing production and also increasing production quality.

In 2011, the first machine began to be installed. This machine is a Davis standard machine, with 5 layers of technology. This machine is the first machine to be installed in the Asia Pacific region. PT. Kencar Sukses Investama is one of the innovative companies in this industrial sector. The output of this machine is 8500 mt/year. In 2014, a second machine was added. This machine aims to increase the company's production capacity. This machine is also intended to meet increasing consumer demand. The company's output also increased to 17,000 mt/year from the addition of this machine. In 2017, a third engine was added. Apart from adding machines, PT. Kencar Sukses Investama also installed crucible metalizing technology from Japan. This technology is the first technology to be installed in Southeast Asia. The aim of adding this technology is to get better performance. Production capacity also increased to 25,500 mt/year. In 2019, a fourth engine was added. The total production capacity of PT. Kecar Sukses Investama in 2022 to date will be 42,000 mt/year. Therefore, the performance of PT Kencar Sukses Investama is better from year to year.

PT. Kencar Sukses Investama also has the latest and most sophisticated technological production equipment. PT Kencar Sukses Investama believes that its greatest asset is its employees. In producing CPP films, PT. Kencar Sukses Investama collaborates with the best professionals in their respective fields. By employing a number of manufacturing professionals, such as lead production, metalizing technicians, slitter technicians and many others, to keep our factory running like a well-oiled machine.

Literature Review
Compensation
Rewards provided by organizations or companies to employees whose behavior has a big influence on the goals of the company or organization have the meaning of compensation

(Widodo, 2014). Therefore, compensation is the amount of gifts paid and given by an organization or company to employees as a reward for their services (Sinambela, 2016). Income in the form of money, direct or indirect rewards received by employees for work carried out on their responsibilities given by the company is the meaning of compensation (Hasibuan, 2012). So, we can conclude the meaning of compensation from (Sinambela, 2016) and (Hasibuan, 2012) that compensation means an award received by employees which is provided directly by the company because of their services and responsibilities to the company.

Career development

When companies invest in the professional growth of their workers, they engage in career development, which includes all aspects of career management. All employees are encouraged to excel because they have high hopes for professional growth in the near future (Sinambela, 2019). Organizational career development "consists of career management, which includes career planning, career implementation, and career monitoring" (Sinambela, 2019).

Well-planned career development initiatives help workers identify and achieve their own professional goals while meeting business requirements. This is because the goal of any career development program is to help workers find jobs that match their skills and interests in the context of the organization's current and future job openings.

Employee performance

Employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out tasks according to the responsibilities given (Mangkunegara, 2016). "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period" (Kasmir, 2016). "Performance is the result or overall level of Sukses of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or predetermined criteria that have been mutually agreed upon (Basri, 2017). "Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" (Mangkunegara, 2017). Therefore, it can be concluded that human resource performance is work performance or work results, both quality and quantity, achieved by employees in a certain period.

Work Discipline

Effective discipline must focus on behavior rather than on the employee as an individual, because the reason for discipline is to improve performance (Mathis and Jackson, 2002). A very disciplined person, even when not supervised by a superior. His next job can also work well, so he will not take shortcuts to do other things that don't work, and follows the rules in a high base work environment without any application, so Ultimately it will influence the achievement of optimal performance. Work discipline is a tool used by managers to communicate with employees so that they are ready to change their behavior and strive to increase their awareness and willingness to comply with all company regulations and standards to meet applicable standards. social norms (Rivai, 2019).

Hypotheses

The Relationship Between Compensation and Employee Performance

Based on research conducted by (Suwati, 2013) it is stated that compensation has a positive influence on employee performance. This means that the amount of compensation will increase

employee performance and conversely, if the compensation provided by the company to employees is inadequate or not good, then the impact that will occur in the company is that employee performance will decrease.

H1: Compensation has a positive influence on the performance of employees PT. Kencar Sukses Investama

The Relationship Between Career Development and Employee Performance

Based on research conducted by (Bianca, 2013), the results show that employee career development directly has a positive influence on employee performance. Based on the results of research conducted by (Susan, 2014) it shows that career advancement has a positive and significant effect on employee performance at Kenyata University. Based on research conducted by (Waheed, 2011) and found the results that employee development greatly influences organizational performance for the effectiveness of the organization itself. Based on research conducted by (Kakui, 2016) in his research regarding the influence of career development on employee performance, the results showed that career development had a positive effect on employee performance. Based on research conducted by (Napitupulu, 2017), research results showed that career development had a positive effect on employee performance. This states that the better the career development, the better the employee's performance.

H2: Career development has a positive influence on the performance of PT Kencar Sukses Investama

The relationship between compensation and employee performance which is moderated by work discipline

Apart from the compensation system implemented in an organization or office, it is suspected that there are other factors that influence employee performance. One of them is discipline within employees. Research conducted, among others, by (Susanti, 2012) where the discipline variable has moderated the influence of compensation on employee performance. From the results of the research above, the hypothesis proposed in this research is:

H3: Work discipline moderates the influence of compensation on the performance of PT Kencar Sukses Investama employees

The relationship between career development and employee performance which is moderated by work discipline

In career development there is an increase in status. Many factors cause employees to lack discipline in carrying out their work, including poor career development, so to improve discipline, discipline and career development must be developed. There is a positive relationship between work discipline and performance, meaning that employees who have high discipline tend to have high performance. Therefore, management needs special attention to find solutions and tips to overcome them. Furthermore, career development is held for employees who have high potential. So it is clear that these two things can improve employee performance. Based on previous research conducted by (Sunyoto, 2009) it was concluded that discipline has moderated the influence of career development on employee performance so that the ninth hypothesis proposed in this research is

H4: Work discipline moderates career development on the performance of PT Kencar Sukses Investama employees

The Mediating Role of Work Discipline on Performance

Effective discipline must focus on behavior rather than on the employee as an individual, because the reason for discipline is to improve performance (Jackson, 2002). Then the relationship between work discipline and performance is the cause of the emergence of compensation systems implemented in an organization or office (Susanti, 2012), it is suspected that there are other factors that influence work discipline, namely career development. Career development occurs due to an increase in status which causes employees to lack discipline in carrying out their work, including poor career development, so to improve discipline, discipline and career development must be developed (Sunyoto, 2009).

H5: Work discipline plays a role in mediating Compensation and Career Development on Performance

Research Methods

Sampling Technique

The sampling method in this research used non-probability sampling with purposive sampling technique. Non-probability sampling is a sampling technique that does not give each member of the population the same chance or chance when being selected as a sample (Sugiyono, 2018). Purposive sampling technique is sampling using certain considerations according to the desired criteria to determine the number of samples to be studied (Sugiyono, 2018).

Data Collection

A questionnaire is a checklist containing a series of questions about the problem or area to be investigated. To obtain data, questionnaires are distributed to respondents (who answer questions asked for research purposes), especially in survey research. In this case the author creates written questions which are then answered by the respondent/sample. The form of the questionnaire is a closed questionnaire, that is, the questions in the questionnaire adopt a multiple choice method or there are already answer choices, so that respondents can only choose the answers they have. Questionnaire techniques are used to determine the level of employee emotional intelligence and employee motivation. When conducting research, let stakeholders, staff and employees fill out the questionnaire according to their actual situation. Data obtained from the questionnaire is in the form of emotional intelligence and motivation scores.

**Data Processing and Analysis Techniques**

This research uses Partial Least Square - Structural Equation Model (PLS-SEM) with data calculations using the new version of the SMARTPLS application. Structural Equation Model (SEM) is a multivariate statistical analysis method. Carrying out SEM data processing is different from conducting regression data processing or path analysis. SEM data processing is more complicated, because SEM is built by measurement models and structural models. In SEM there are 3 activities simultaneously, namely checking the validity and reliability of the instrument (confirmatory factor analysis), testing the relationship model between variables (path analysis), and obtaining a suitable model for prediction (structural model analysis and regression analysis). A complete modeling basically consists of a measurement model and a structural model or causal model. The measurement model is used to produce assessments regarding validity and discriminant validity, while the structural model is modeling that describes the hypothesized relationships. To process SEM data more easily, you can use the help of statistical software. (Harahap, 2020)

Meanwhile, Partial Least Square (PLS) has the ability to explain the relationship between variables and the ability to carry out analyzes in one test. The purpose of PLS is to help researchers to confirm theories and to explain whether or not there is a relationship between latent variables. The PLS method is able to describe latent variables (not directly measurable) and is measured using indicators (Imam Ghozali, 2016). The author uses Partial Least Square because this research is a latent variable that can be measured based on the indicators so that the author can analyze it with clear and detailed calculations.

Results and Discussion

Validity Test

In carrying out validity testing there are several stages, namely the initial stages of convergent validity and discriminant validity. Convergent validity is assessed based on outer loadings or loading factors and Average Variance Extracted (AVE). Usually in research a loading factor limit of 0.70 is used. An indicator can be declared to meet convergent validity and have a high level of validity when the outer loadings value is > 0.70, while the Average Variance Extracted (AVE) value is > 0.50 (Chin, 1995). For example, each indicator in the research variable has an outer loading value of >0.70, so it can be concluded that all indicators have met convergent validity and have a high value. For example, the Average Variance Extracted (AVE) value for each research variable is >0.50. Therefore, it can be concluded that several research variables have met good convergent validity and certainly have an outer loading >0.70 and an AVE >0.50. (Bougie, 2016).
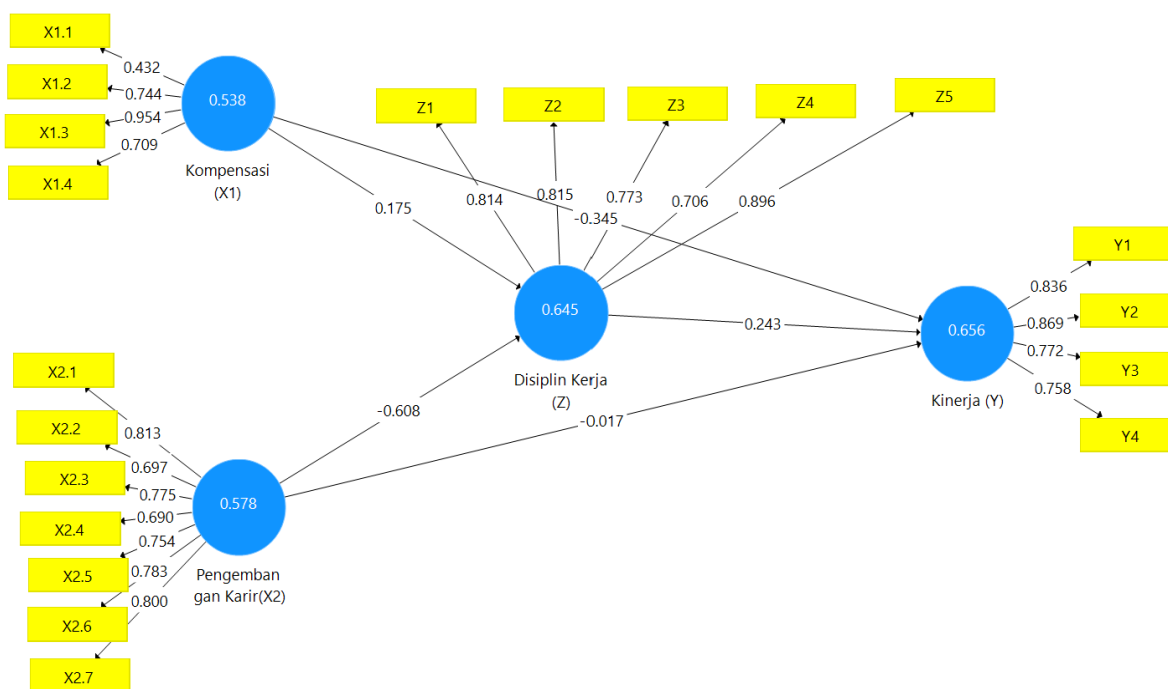
Gambar 4.1 *PLS Algorithm*

Reliability Test

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. Measurements that have high reliability are measurements that can produce reliable data (Ghozali, 2009). If the alpha value is >0.7, it means sufficient reliability, while if alpha is

>0.80, this suggests all items are reliable and all tests consistently have strong reliability. Or, there are also those who interpret it as follows:

If alpha >0.90 then reliability is perfect. If alpha is between 0.70–0.90 then reliability is high. If alpha is 0.50–0.70 then reliability is moderate. If alpha < 0.50 then reliability is low (Ghozali, 2009). If alpha is low, it is likely that one or more items are unreliable. Below are the results of Cronbach's alpha and composite reliability values:

Tabel 4.9 Hasil Uji Reliabilitas *Pilot Study*

Variabel	Cronbach's Alpha	Composite Reliability
Kompensasi (X1)	0.815	0.814
Pengembangan Karir (X2)	0.878	0.905
Kinerja (Y)	0.831	0.884
Disiplin Kerja (Z)	0.861	0.900

Based on the results of the pilot study that was carried out at the beginning, the results of the reliability test in the table above show that the Career Development variable (X2) has a Cronbach's alpha value of 0.878 and a composite reliability value of 0.905. It can be concluded that this variable has a high reliability value. Furthermore, the variables Compensation (X1), Performance (Y) and Work Discipline have a Cronbach's alpha value of >0.70 which can be concluded that these variables have sufficient reliability values and have composite reliability values above >0.80 which means the reliability value of these variables tall.

However, from the results of the pilot study that has been carried out, all variables have met the reliability test, however there are several indicators of statements that are invalid or do not meet the validity test. These statements are K1, PK.2, PK.4, if the results are invalid, these statements will be deleted from the main research.

Coefficient of Determination (R Square)

Coefficient of Determination (R Square) is the amount of variability of endogenous variables that can be explained by exogenous variables. The R Square criterion consists of three classifications, namely 0.67, 0.33 and 0.19 as strong, moderate and weak (Chin, 1998).

Tabel 4.14 Nilai *R Square*

	R Square	*R Square Adjusted*
Disiplin Kerja(Z)	0.051	0.038
Kinerja (Y)	0.334	0.321

Based on the results of the analysis of the coefficient of determination in table 4.14 above, it can be concluded as follows:

1. The R Square value influences jointly or simultaneously the Compensation (X1), Career Development (X2) and Performance (Y) variables on the Work Discipline Variable (Z) which is 0.051 with an Adjusted R Square value of 0.038. So it can be explained that all exogenous constructs (X1, X2, and Y) simultaneously influence Work Discipline (Z) by 0.038 or 3.8%. Because the Adjusted R Square is less than 0.19 or 19%, the influence of all exogenous constructs X1, X2 and Y is weak.

2. The R Square value influences simultaneously or simultaneously the Compensation variable (X1), Career Development (X2) on the Performance Variable (Y) which is 0.334 with an Adjusted R Square value of 0.321. So it can be explained that all

exogenous constructs (X1 and X2) simultaneously influence Performance (Y) by 0.334 or 33.4%. Because the Adjusted R Square is less than 33% but more than 19%, the influence of all exogenous constructs X1 and X2 is moderate.

Effect Size (F Square)

Effect Size or f-square (Wong, 2013). The f square value is 0.02 as small, 0.15 as medium, and the value 0.35 as large. Values less than 0.02 can be ignored or considered to have no effect (Sarstedt et al., 2017). The following are the results of the F Square analysis in SmartPLS of this research:

Tabel 4.16 Nilai *F Square*

	Kompensasi (X1)	Pengembangan Karir (X2)	Kinerja (Y)	Disiplin Kerja (Z)
Kompensasi (X1)			0.032	0.09
Pengembangan Karir (X2)			0.092	0.025
Kinerja (Y)				
Disiplin Kerja (Z)			0.203	

So based on the F Square value table above, there is a large effect size with the F Square criteria <0.35 but >0.15 is the influence of Performance (Y) on work discipline (Z), namely 0.203. The influence of X1 on Y and X2 on Y is small because the F Square value is in the range of 0.02 to 0.15. Meanwhile, the influence of X1 on Z and the influence of X2 on Z are small because the F Square value is in the range of 0.02 to 0.15.

Cross-Validated Redundancy (Q-Square)

Q-Square can measure how good the observation values produced by the model are and also the estimated parameters (Ghozali, 2016). A Q-Square value greater than 0 (zero) indicates that the model has predictive relevance value. Meanwhile, if the Q-Square value is less than 0 (zero), then the model has little or no predictive relevance (Chin, 1998). The following is a table of Q Square values:

Tabel 4.17 Nilai *Q Square*

Variable	*SSO*	*SSE*	*Q² (=1-SSE/SSO)*
Work Discipline	755.000	736.052	0.025
Career Development	755.000	755.000	
Compentation	453.000	453.000	
Performance	604.000	509.874	0.156

From table 4.17 there are results that show the Work Discipline variable gets a Q-Square value of 0.025, the Performance variable gets a Q-Square value of 0.156. The work discipline variable shows a Q-Square value of 0, which means that if the Q-Square value is less than 0 (zero), then the model has little or no predictive relevance (Chin, 1998).

Hypothesis Test Result

Next, there will be hypothesis testing for this research, because previously the outer and inner models, items, indicators and variables were declared valid and reliable. Hypothesis testing will be carried out in SmartPLS in the bootstrapping menu. Bootstrapping is a form of resampling where the original data will duplicate itself. With this technique, measurement estimates and standard errors are no longer calculated using statistical assumptions but are based on empirical observations (Hair et al., 1998). In SmartPLS, the outer model score indicated by the statistical T value should be above a score of >1.96 for a two-tailed hypothesis and a score above 1.64 for a one-tailed hypothesis for hypothesis testing at an alpha value of 5 percent (Jogiyanto, 2009) and beta is positive. The hypothesis is accepted if the p-value is less than <0.05 and the t-statistic value is more than 1.96 (Hair Jr et al., 2017; Veronica & Rodhiah, 2021). The results of the research hypothesis test can be seen in table 4.18.

Tabel 4.18 Uji Hipotesis dengan *Path Coefficient*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
(Z) → (Y)	0.377	0.389	0.071	5.321	0.000
(X1)→ (Z)	0.101	0.102	0.102	0.835	0.404
(X1)→(Y)	0.157	0.167	0.102	1.547	0.122
(X2)→(Z)	0.166	0.179	0.081	2.046	0.041
(X2)→(Y)	0.270	0.266	0.082	3.293	0.001

Hypothesis (Z) → (Y)

Based on the results obtained from table 4.18 in Path Coefficient testing, it can be explained and concluded that the work discipline variable (Z) has a positive influence on the performance variable (Y) significantly, with significant P-values of 0.000 and has a positive influence of 37.7 %. With a T-statistics value of 5.321 which is more than >1.96. It can be concluded that the hypothesis that work discipline (Z) influences performance (Y) is accepted.

Hypothesis (X1)→(Z)

Furthermore, Compensation (X1) has an insignificant influence on Work Discipline (Z), with an insignificant P-value of 0.404 and a positive influence of 10.1%. With a T-Statistics value of 0.835 which is less than <1.96. It can be concluded that the Compensation hypothesis (X1) has an effect on Work Discipline (Z) is rejected.

Hypothesis (X1)→(Y)

Furthermore, Compensation (X1) has an insignificant influence on Performance (Y), with an insignificant P-value of 0.122 and a positive influence of 15.7%. With a T-Statistics value of 1.547 which is less than <1.96. It can be concluded that the Compensation hypothesis (X1) has an effect on Performance (Y) is rejected.

Hypothesis (X2)→(Z)

Furthermore, Career Development (X2) has a significant influence on Work Discipline (Z), with significant P-values of 0.041 and a positive influence of 16.6%. With a T-Statistics value of

2,046 which is more than >1.96. It can be concluded that the Career Development hypothesis (X2) has an effect on Work Discipline (Z) is accepted.

Hypothesis (X2)→(Y)
Lastly, Career Development (X2) has a significant influence on Performance (Y), with significant P-values of 0.001 and a positive influence of 27%. With a T-Statistics value of 3,293 which is worth more than >1.96. It can be concluded that the Career Development hypothesis (X2) has an effect on Performance (Y) is accepted.

Furthermore, after testing the hypothesis using the path coefficient, Specific Indirect Effects will be carried out to find the significance of the indirect influence of one of the work discipline (Z) variables in mediating the latent variable. The following is a calculation using Specific Indirect Effects:

Tabel 4.19 *Specific Indirect Effects*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (| (O/STDEV)	P Values
X1→Z→Y	0.038	0.039	0.049	0.785	0.433
X2→Z→Y	0.063	0.070	0.034	1.863	0.063

From the Specific Indirect Effects results in table 4.19, it is explained that the Work Discipline variable (Z) does not have a significant influence in mediating the Compensation variable (X1) on the Performance variable (Y), with a P-Values value of 0.433 which is less than <0.05 and the T-Statistics value is 0.785 which is less than <1.96. It can be concluded that the hypothesis of the work discipline variable to moderate compensation (X1) on performance (Y) is rejected.

Furthermore, from the Specific Indirect Effects results in table 4.19, it is explained that the Work Discipline variable (Z) does not have a significant influence in mediating the Career Development variable (X2) on the Performance variable (Y), with a P-Values value of 0.063 which is less than <0.05 and the T-Statistics value is 1.863 which is less than <1.96. It can be concluded that the hypothesis of the work discipline variable to moderate career development (X2) on performance (Y) is rejected.

Conclusion

Employee career development at PT. Kencar Sukses Investama is classified as very good, especially the company provides the same opportunities as other employees to have a career, the company tries to pay attention to employees in their work performance, and then the company pays attention to employees by providing training programs or coaching to employees to improve technical skills, efficiency and knowledge. value creation to do a particular job in a better way. Employee work discipline is also classified as very good, especially in terms of complying with and adhering to the SOPs and regulations set by the company. Compensation is also quite good, especially when the company is able to provide health insurance coverage as a form of protection for employees at work.

To improve work discipline at PT. Kencar Sukses Investama, this can be done by increasing the compensation and career development given to employees at PT. Kencar Sukses Investama. Apart from that, improving employee performance can be done by increasing career development and compensation. This can be done by increasing career development and work discipline. Every increase in career development and compensation will encourage an increase in employee work discipline. Furthermore, increasing work discipline will encourage increased performance. employees at PT. Kencar Sukses Investama.

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