

Employee Work Performance: Impact of Work Discipline, Work Motivation, and Compensation

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ABSTRACT

This study aims to determine and analyze work discipline, work motivation and compensation have a simultaneous effect on employee performance at the National Institute of Social Insurance. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, quantitative / statistical data analysis with the aim of testing predetermined hypotheses. The results of the study were Work Discipline had a positive and significant effect on Employee Performance with (t value = 2.908; Sig. 0.006), Work Motivation has a positive and significant effect on Employee Performance with (calculated t value = 4.140; Sig. 0.000), Commissary does not have a positive and significant effect on Employee Performance, Work Discipline (calculated t value = 0.562; Sig. 0.577), while Work Motivation and Competition have a positive and significant effect on Employee Performance with a value (Calculated 29.035; sig 0.000 or less than 0.05).

KEYWORDS: work discipline, work motivation, compensation, employee performance

I. INTRODUCTION

Civil Servants in Timor-Leste as elements of the state apparatus to help run the wheels of Timor-Leste government. The position and role of civil servants in every government is very decisive, because civil servants are the backbone of the government in carrying out national development.

Timor-Leste is one of the newly independent countries, which is still trying to implement a government system that is suitable for the country. One system that has attracted the attention of many parties, including the international world, is the pension system for Civil Servants (PNS).

Timorese Government Legal Regulation for pension funds issued by the Institute of National Social Assistance Institute (INSS) legal regulation or Lei No.12/2016 de novembro The Government of Timor-Leste has enacted a Law regulating the pension system of Civil Servants. Previously, the Government of Timor-Leste did not have clear provisions regarding the Pension System for Civil Servants, both for age and old age benefits. The

Government only allowed civil servants who felt they could no longer afford to work to stop working, and the government continued to pay their salaries each month.

Decisions and policies issued by the government always invite controversy from civil servants against the Comissão da Função Pública / Public Service Commission where this institution was established by the Government with the aim of managing and running programs that promise pension benefits for Civil Servants in Timor - Leste, and the institution cooperates with the Ministerio Solidaridade Social é Inklusaun / Social Security Institution to manage funds social security for Timorese citizens who have entered old age.

This prompted the Timorese government to continue to look for alternatives to find a suitable system to implement, related to pension fund rules for civil servants and company employees. On the other hand, many civil servants and other private sectors demand justice in the policy of implementing a pension payment system that is in accordance with the length of service to the state, and based on existing law a person is considered a pension when he is 60 years old, but there is no definite and required legal provision, so that if a person still feels productive he can still do his job in the agency.

And also the beneficiary of death pension benefit where for the wife / husband of a Civil Servant who can receive pension benefits for 1 year for those aged 50 years and under, and for those aged 50 to 59 years will receive a pension for 2 years, if the spouse of the employee aged 60 years and over will receive a pension for his life.

For employees who are actively working, at the age of 60 can submit a pension application letter to the Public Service Commission and to the National Institute of Social Seguransa (INSS), the assessment acts as feedback on various things such as ability, fatigue, and potential that is useful for determining goals, paths, plans and career development.

Timorese civil servant discipline regulation - Leste Lei Função Público No.08/2004 de junho, Civil servant discipline regulation is a regulation that regulates obligations, prohibitions and sanctions if obligations are not obeyed or violated by civil servants. With a view to educating and nurturing civil servants, those who violate obligations and prohibitions are subject to sanctions in the form of disciplinary punishment. Lei Função Público Law No.08/2004 de junho paragraph 1 stipulates that employees working in government agencies must work for 8 hours but employees working in Timor-Leste offices do not comply with these regulations so they commit violations that are not wanted by the government.

II. LITERATURE REVIEW

Discipline is the most important operative function of Human Resource Management because the better the discipline of employees, the higher the work performance they can achieve, Without good employee discipline, it is difficult for the company organization to achieve optimal results.

According to Siswanto (2001: 278), discipline is an attitude of respect, obedience, and obedience to applicable regulations both written and unwritten and able to carry it out to receive sanctions if he violates the duties and authorities given.

According to Siswanto Sastrohadiwiry (2002; 291) Work Discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if they violate the duties and authorities given to them.

According to Singodimedjo in Edy Sutrisno (2009) that "discipline is an attitude of willingness and willingness of a person to obey and obey all the norms of regulations that apply around him." According to Hasibuan (2011) said discipline is: "awareness and willingness of a person to obey all applicable rules and social norms." Keiht Davis in Mangkunegara (2009) said "Work Discipline is defined as the implementation of management to strengthen organizational guidelines."

Sinambela (2016: 335) said work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. Thus, work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior following the rules of the game set. Discipline must be enforced in an organization. That is, without the support of good employee work discipline, it is difficult for the organization to realize its goals.

Work discipline is defined as an attitude, behavior, and actions that are in accordance with the regulations of the organization in written or unwritten form. Therefore, in practice if an organization has pursued most of the rules obeyed by most employees, then discipline can be enforced (Darmawan, 2013: 41).

So, discipline is the key to the success of an organization in achieving its goals or an attitude of willingness and willingness of a person to obey and obey all regulatory norms that apply around him.

According to Siswanto (2001: 278), discipline is an attitude of respect, obedience, and obedience to applicable regulations both written and unwritten and able to carry them out to receive sanctions if they violate the duties and authorities given. What distinguishes the concept of this research from the concept I researched is the purpose and ability of permanent employees and contract employees in overcoming discipline at INSS, namely by providing satisfactory results for the Institution, permanent and contract employees providing satisfactory results to be able to become an Exemplar at INSS, remuneration provided by permanent employees and INSS contracts to the Institution in the form of loyalty to superiors and Institutions, justice obtained by permanent employees and contract employees at INSS, namely by getting annual leave, salary, pension and also holiday allowance or THR, Waskat (inherent supervision) carried out by superiors at INSS is very strict, The sanctions given by the INSS Institution to permanent and contract employees are also very large, namely by scoring from work for 1 month without receiving a salary.

The firmness of the boss and employee is to change the ability of undiscipline to be more disciplined, namely by arriving on time and completing all tasks given by the superior quickly. The human relationship that occurs in INSS is mutual care, attention from superiors to subordinates, if the employee often arrives not on time, the leader always reprimands the employee verbally and but if he often arrives late, a warning letter will be given. If the warning letter is given three times in a row and there is no significant change, the INSS Institution will follow up to the Inspection section and will send a report to the public service commission (KFP) for legal processing, namely by being removed from work or temporarily dismissed. In general, the KFP (Public Service Commission) as an institution that controls all permanent and contract employees working in Timor-Leste, and who has the

right to remove employees from their place of work, namely from the public service commission itself if these employees are often derelict of duty and undisciplined.

Motivation is one of the things that affect human behavior, motivation is also called a driver of wants, supporters or needs that can make a person excited and motivated to fulfill one's own impulses, so that they can act and act in certain ways that will lead to optimal direction. Motivation serves as a driver or encouragement to employees to want to work hard for the creation of good company goals.

Herzberg, (2011: 93), stated that motivation is a psychological process that takes place in the interaction between different personalities to meet the needs as humans. From this process is produced the impulse (motive) in the form of will. The will and desire to act through decision making.

According to Richard L. Daft (2006) that: "*Motivation refers to the internal or external forces of a person that arouse enthusiasm and resistance to perform a certain set of actions.*" According to Husaini Usman (2011) that: "Motivation is a desire or need that background a person so that he is driven to work."

According to Veithzal Rivai and Ella Jauvani Sagala (2009) that: "Motivation is a set of attitudes and values that influence the individual to achieve a specific thing according to the individual's goals." According to Robbins and Judge (2013), "Motivation is the process that explains the intensity, direction and perseverance of an individual person to achieve his goals".

According to Hasibuan (2007: 141), work motivation is a way to direct the power and potential of subordinates so that they want to work together productively and succeed in achieving and realizing predetermined goals. According to Liang Gie (in Yusuf, 2015: 264), motivation is the work done by managers in inspiring, encouraging, and encouraging others, in this case their employees, to take certain actions.

According to Stokes (1966) in Kadarisman (2012: 278) Work Motivation is as an impetus for a person to do his job better, is also a factor that makes the difference between success and failure in many ways and is a very important emotional energy for something new work.

According to Wilson Bangun (2012: 11) Work Motivation is an encouragement to employees to carry out their work better. According to Kadarisman (2012: 278) Work Motivation is a mover or encouragement in a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him.

From some of the opinions above, it can be concluded that motivation is a condition that encourages or becomes the cause of someone doing an action or activity that takes place consciously aimed at improving employee work performance.

According to Robbins and Judge (2013), "Motivation is the process that explains the intensity, direction and perseverance of an individual person to achieve his goals".

The concept of work motivation according to experts Sondang P.Siagian (2008; 138) expressed in his view that work motivation is to have the drive to make employees to carry out their duties and responsibilities. In fulfilling obligations, aimed at being able to meet the targets of the company, whose main lines are contained in the vision and mission. Basically, there are many types of Work Motivation indicators and can be selected according to the character of each individual, enthusiasm, willingness and desire to work are keys that can

strengthen motivation that needs to be improved. If there are no three, it is feared that it will have a bad impact such as being lazy to work or not focusing on work. What distinguishes the concept of expert theory with what the author examines is that work motivation indicators are determined by the work responsibilities of the employee, Work Performance is shown by the employee to the INSS Instituto, The employee has the opportunity to progress by showing the results or output of their work, Recognition from superiors to these employees for Performance and achievements shown through their work, and Challenging work is also a motivation for employees at INSS to be more advanced in the future.

Compensation is something that employees receive in lieu of contributing their services to the company. Compensation is the performance of human resource management functions that relate to all types of individual pricing.

According to Sedarmayanti (2010: 239), compensation is everything received by employees in return for their work services. Furthermore, Dessler (2007: 85) suggests employee compensation is any form of payment or reward given to employees and arising from the employment of employees.

According to Hasibuan (2000: 108), compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. Werther and Davis in Hasibuan (2000: 18) suggest compensation is what a worker receives in return for the work he gives, both hourly wages and periodic salaries designed and managed by the personnel department.

Rivai (2004: 357), compensation is something that employees receive in lieu of their service contributions to the company. The above definition is in line with that put forward by Handoko (2010: 155), compensation is everything that employees receive in return for their work.

According to Widodo (2015), compensation is an award or reward received by employees given by a company based on contribution and good performance in an organization.

According to Sunyoto (2012), compensation is an important component in his relationship with employees. If managed properly, compensation helps companies to achieve goals and obtain, as well as maintain, employees well. Conversely, without sufficient compensation, existing employees are very likely to leave the company and to make redeployments is not easy. As a result of dissatisfaction in payments will reduce performance, increase complaints, and frequent absences.

Compensation is a complex and difficult thing, because it involves the basis of feasibility, logic, rational, and accountability and involves emotional factors from the labor aspect. Compensation is given with the aim of providing stimulation and motivation to the workforce to improve work performance, as well as production efficiency and effectiveness. Employee job satisfaction lies in one factor, namely compensation which is everything that workers receive in return for the work they have done (Rachmawati, 2008: 143).

According to Widodo (2015), compensation is an award or reward received by employees given by a company based on contribution and good performance in an organization. What distinguishes the concept of expert theory from what the author examines is that the compensation indicator consists of the basic salary received by permanent employees and contract employees every month at INSS, namely contract employees have a greater salary than permanent employees because the law applied to permanent employees is based on the *Geral Regime*

determined by the Public Service Commission (KFP) is conformity to (Level and Escalon) while the salary for contract employees is non-level so that the salary received by contract employees is greater than permanent employees, but the period / time for contract employees only applies once every 1 year, if based on the results of the performance evaluation is good, the contract period will be extended, But if the contract employee does not perform well, he will be dismissed from the job. The variable salary received from employees is in the form of incentives in accordance with the workload carried out by the employee. Benefits obtained by permanent employees and contract employees of INSS are in the form of holiday allowances, as well as salaries or subsidies for the 13th month.

Etymologically, performance comes from work performance (performance). As stated by Mangkunegara and Widodo (2015: 131) that the term performance from the word Job performance or actual performance (Work performance or actual achievement achieved by someone) "namely the results of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Good performance quality cannot be obtained just turning the palm of the hand, but it must be done with hard work and high discipline, both in the short and long term.

According to Bangun Wilson (2012: 231) Employee Performance (performance) is the result of work achieved by someone based on job requirements. According to Suyadi Prawirosentono (2008: 2) Employee Performance (performance) is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities.

According to A Anwar Prabu Mangkunegara (2010: 9) Employee Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Performance is a condition of a group in which there are clear and fixed goals that are felt to be important and integrated with individual goals (Panggabean, 2004: 21). According to Pabundu Tika (2008: 121), performance is the result of the job function / activity of a person or group in an organization that is influenced by various factors to achieve organizational goals in a certain period of time. Employees who have high performance, then the work will be completed faster, damage will be reduced, absenteeism will be minimized, the possibility of employee movement can be minimized to a minimum. This all means that it is expected that not only work productivity can be increased, but the costs incurred will also be small (Nitisemito, 2002: 160).

Hasibuan (2008: 124), said that performance comes from the word work achievement or achievements that are actually achieved by someone in their field of work. Understanding performance as the result of work in terms of quality and quantity achieved by an employee in carrying out duties in accordance with the job responsibilities given by the organization or company where a person works.

According to Robbins (2003) that employee performance is a function of the interaction between ability and motivation. Faustino Gomes (1995) states that employee performance is a record of results or *outcomes resulting* from a certain job function or certain activities in a certain period.

According to Mathis (2002: 78), employee performance is what an employee does that affects how much they contribute to the organization in terms of quality, quantity of output, duration of output, presence at work, and cooperative attitude.

From some of the above understandings, it can be concluded that Employee Performance is a comparison of work results in quality and quantity achieved by an employee in carrying out his duties with work standards set by the organization.

III. METHODOLOGY

A study will work well if it is done using the right methods. The use of the correct method is expected by researchers to obtain objective results. The research method used in this study is a quantitative research method, where researchers emphasize more on numerical data and analyzed with statistics in order to test the hypothesis so that the significance of the relationship between the variables studied is obtained.

According to (Sugiyono, 2015: 14), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, quantitative / statistical data analysis with the aim of testing predetermined hypotheses.

The location of this study was conducted at the INSS counter under the Ministry of Social Affairs. The object in this study is civil servants who work at INSS. The study was conducted in April 2023.

Population is a generalization area consisting of: objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2015: 80). Therefore, the population in this study was all civil servants working at INSS which amounted to 120 people, but those selected for the study amounted to 50 people.

According to Sugiyono (2015: 62), the sample is part of the number owned by the population. There are several steps in using the technique, ranging from determining the population, searching for data, selecting samples, and determining the number of samples. The sampling technique used in this study was saturated samples. Saturated sampling is a sampling technique that will be used if all samples come from all members (Sugiyono, 2015). It is explained, that the higher the desire precision the smaller the error rate that must be determined

So the sample in this study is several civil servants working at INSS totaling 50 people. The sample size in this study was determined based on the Slovin formula with a precision of 7%.

The number of research sample was carried out by proportional random sampling, as shown in the appendix

The determination of employees who are respondents to research on each board of directors is carried out randomly; this is intended so that every employee in the organization has the same opportunity, Yusuf, (2014: 153).

Employee Performance (*performance*) is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities.

Motivation is all the forces that exist within a person that empower, direct and maintain the behavior concerned. In our daily lives, motivation is defined as the entire process of giving encouragement or stimulation to employees, so that they are willing to work willingly without feeling forced.

Work discipline encourages passion, morale, and the realization of company, employee and community goals. Therefore, discipline must be enforced in a corporate organization, without the support of good employee discipline the company is difficult to realize its dreams.

Compensation is an award or reward received by employees given by the company based on contributions and good performance in an organization. Purpose and acquire, as well as maintain, employees well. Conversely, without sufficient compensation, existing employees are very likely to leave the company and to make redeployments is not easy.

IV. FINDING

Based on the object of my research, namely at the INSS office or the National Institute of Social Security Timor-Leste. And legal regulation No.12/2016 de 14 November, the Government of Timor-Leste has enacted a Law regulating the pension system of Civil Servants in Timor-Leste. The Social Security System is the right of every human being based on the Universal declaration of human rights based on the rule of law paragraph 22 0 namely Everyone has the right and can socialize, the right to economic, social and cultural, hereby the government of Timor-Leste has issued a law in the RDTL Constitution paragraph 56⁰i.e. all Timorese citizens have the right to social assistance, and social security and the Timorese government gives permission in the implementation of social assistance and social security with existing capabilities, Mission, Vision and Objectives of INSS or the National Institute of Social Security namely providing social security assistance for all Timorese citizens based on humanitarian principles, the principle of benefit, and the principle of social justice for all Timorese and the national social security system aims to provide guarantees so that the basic needs of a decent life are met for each participant or family member.

INSS is a government institution established since 2017 until now, under the Ministry of Solidarity Social Inclusion (MSSI) and has permanent and contract employees totaling 120 people, permanent civil servants totaling 33 people who partly occupy structural positions, and for contract employees 87 people which is a professional technique INSS itself, civil servant compensation follows the rules of the KFP legal entity (*Timor-Leste Public Service Commission*) namely the *Geral Regime* while contract employees have the status of *the Special Regime*, so there is no uniformity in terms of compensation and salary, so that those who are permanent employees must choose both options, namely returning to work in their respective agencies where they were previously transferred, or choosing to become contract employees so that they can get a larger salary or compensation Several studies prove that the performance of contract employees is better than permanent employees because contract employees still want to be promote, while those who are still permanent employees they feel secure with their position so often the result of research prove the performance of permanent employees is not satisfactory.

In INSS there are two types of compensation, namely directly and indirectly, indirectly, namely in the form of holiday bonuses (*shopping voices*) etc.

The characteristics of respondents based on the results of the study prove that some respondents are not satisfied with the variable salary or incentive that suits their workload, because their work is more than the salary/compensation they earn. So that Hypothesis 3 is Rejected.

A. Characteristics of Respondents

The characteristics of respondents to this study were based on gender, age group, marital status, education level, length of service. Questions about the characteristics of respondents are important in this study because they can explain or provide an overview of the identity of respondents in research, because by describing the identity of respondents in research, it will be possible to know the composition and position of respondents in this study, which in the end can be analyzed to draw a conclusion to support this study.

Table 1 below presents data on the characteristics of research respondents showing that respondents are employees at the National Institute of Social Distribution as many as 50 respondents, in accordance with the determination of the number of samples applied previously.

Table 1. Work Discipline Validity Test

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	22.7600	5.411	.508	.607
X1.2	22.8200	5.008	.637	.568
X1.3	22.8200	5.620	.631	.591
X1.4	22.7200	5.389	.476	.615
X1.5	22.9600	5.835	.464	.623
X1.6	23.0800	6.483	.173	.691
X1.7	23.0000	6.612	.122	.704
X1.8	22.9600	7.345	-.043	.716

Table 2. Compensation Variable Validity Test

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	6.5800	1.024	.380	.861
X3.2	6.6800	.712	.575	.275
X3.3	6.7000	.827	.597	.296

Table 3. Employee Performance Variable Validity Test

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	10.4000	1.510	.533	.651
Y.2	10.4000	1.592	.710	.541
Y.3	10.1000	1.929	.485	.675
Y.4	10.5600	1.966	.354	.746

Tabel 4. Reliability Test

Variable	Alpha Cronbach	Terms	Description
Work Discipline	0,675	0,60	Reliable
Work Motivation	0,738		Reliable
Compensation	0,615		Reliable
Employee Performance	0,721		Reliable

Source: Data Output SPSS 2023

Table 5. Descriptive Statistics Test

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
TTLX1	50	19.00	31.00	26.1600	2.72823

TTLX2	50	10.00	20.00	17.4200	2.17678
TTLX3	50	8.00	12.00	9.9800	1.26958
TTLY	50	8.00	16.00	13.8200	1.68656
Valid N (listwise)	50				

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.99147669
Most Extreme Differences	Absolute	.165
	Positive	.165
	Negative	-.149
Test Statistik		.165
Asymp. Sig. (2-tailed)		.202 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Table 7. Multicollinearity Test Coefficients^a

		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.576	1.689		.341	.735		
	TTLX1	.220	.076	.355	2.908	.006	.503	1.987
	TTLX2	.393	.095	.507	4.140	.000	.501	1.994
	TTLX3	.066	.117	.050	.562	.577	.961	1.041

a. Dependent Variable: TTLY

Table 8. Determination Coefficient Test (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.654	.632	1.02330
a. Predictors: (Constant), TTLX3, TTLX1, TTLX2				

Table 9. T Test Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.576	1.689		.341	.735
	TTLX1	.220	.076	.355	2.908	.006
	TTLX2	.393	.095	.507	4.140	.000
	TTLX3	.066	.117	.050	.562	.577
a. Dependent Variabel: TTLY						

B. Anova F test**Table 10. F Test Results ANOVA^a**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	91.212	3	30.404	29.035	.000 ^b
	Residual	48.168	46	1.047		
	Total	139.380	49			
a. Dependent Variabel: TTLY						
b. Predictors: (Constant), TTLX3, TTLX1, TTLX2						

V. CONCLUSION AND RECOMMENDATION

Based on the research findings and testing the hypothesis that has been proposed, it can be concluded that:

1. Work Discipline has a positive and significant effect on Employee Performance, this means that the higher the work discipline, the higher the employee performance because discipline itself is an integral part of the rules that can create effective and efficient working conditions.
2. Work Motivation has a positive and significant effect on Employee Performance, this employee performance will increase if there is a motivation drive. With work motivation, it can be seen more easily in achieving good performance and will be expected in the agency.
3. Boarding does not have a positive and significant effect on employee performance, this shows that the government does not provide fair compensation and is not much different from what is expected by employees, employees will feel dissatisfied, and satisfaction will trigger employees to continue to improve their performance.
4. Work Discipline, Work Motivation and Compense have a positive and significant effect on Employee Performance, this is that the performance of a process that refers to and is measured over a certain period of time based on provisions or agreements that have been previously set. Performance is seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

Based on the results and conclusions of this entire study, the author can provide some suggestions, namely:

1. From the data obtained, INSS should pay more attention to direct financial compensation given to employees, especially salaries and bonuses because it affects employee discipline in the workplace. According to some employees at INSS said that one of the causes of employees to often take indiscipline is the lack of satisfaction with the salary they receive, because for the last five years the government through INSS has not increased the existing salary or bonus. Employees feel that their work is not appreciated. Attention to salaries and bonuses can be done by paying attention to employee needs, and also providing bonuses to outstanding employees, for example giving bonuses to employees who are able to complete work exceeding predetermined targets or providing bonuses for divisions whose work result for a certain period of time are continuously above the average target that has been set. The provision of bonuses can also be intended so that employees are more motivated to work better. By paying attention to the suitability of employee salaries and bonuses, it is expected that these employees are motivated and satisfied with the employee increases so that the level of employee discipline at INSS will increase as well, which results in employee performance will increase as well.
2. Punctuality also needs to be considered by INSS, based on observations so far, it is known that many employees often arrive late both during work hours and when they finish resting. In improving punctuality and work discipline in attendance. It is expected that INSS can implement a *reward* and *punishment* system. Don't just focus on sanctions and punishments. In addition, INSS can also use attendance system technology by using fingerprints or ID card attendance. This machine can also help INSS to determine bonuses, payroll, and also penalties based on employee attendance data. This aims to make employees

value time more and also become more disciplined, because if they are late they will receive consequences in the form of verbal reprimands, warning letters to arrive at layoffs, and also if the employee always arrives on time, then they will get bonuses.

3. Suggestions for academics or other parties interested in continuing this research study can use other variables that can affect work discipline by using different research objects. And also for other researchers can look for advanced topics that can be used to develop this research topic.

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