SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

The Influence of Work Discipline and Work Motivation on Employee Performance at Airport Authority Office Region II Medan with Compensation as Intervening Variables

Ria Yuriani[1], M. Chaerul Rizky[2], Nizamuddin[3]
Universitas Pembangunan Pancabudi, Indonesia
E-mail: hkmria83@yahoo.com

Abstract

This study aims to determine the effect of work discipline and work motivation on employee performance at the Medan Region II Airport Authority Office with compensation as an intervening variable. This research used associative quantitative research. This research was conducted at the Medan Region II Airport Authority Office. The number used was 97 employees and all of them would be sampled using a saturated sample technique. The research model for this research is path analysis and data collection using questionnaires and survey calculating tools using Smart PLS 3.3.3. Based on the results of the research that has been done and the data analysis as explained in the previous chapter, the following conclusions are conveyed from the results of the research as follows: Work Discipline has a positive and significant effect on employee performance. Work Discipline has a negative and not significant effect on the Compensation value of the original sample. Compensation has no significant positive effect on employee performance. Work motivation has no significant positive effect on employee performance. Work motivation has a positive and significant effect on employee performance. Compensation has no effect on work discipline and employee performance indirectly. Compensation has no effect on Work Motivation and Employee Performance indirectly. Compensation has no effect on work discipline and employee performance indirectly. Compensation has no effect on Work Motivation and Employee Performance indirectly. Compensation has no effect on work discipline and employee performance indirectly. Compensation has no effect on Work Motivation and Employee Performance indirectly.

Keywords *Work Discipline, Work Motivation, Compensation, Employee Performance*

INTRODUCTION

Human resources are an important role for the success of an organization or company, because humans are living assets that need special attention by companies. This is intended so that the human resources owned by the company are able to provide optimal contributions in efforts to achieve organizational goals. In managing human resources, it is necessary to have management capable of managing resources in a systematic, planned and efficient manner. The crucial thing that can be considered as a measure of the success of human resource management is in terms of performance. Mangkunegara (2016) states that, performance is the result of work achieved based on job requirements, and performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Companies that have good employee performance can improve company performance (Summer & Hyman, 2016).

Developments in the business world at this time resulted in increasingly competitive competition between companies. The company tries to compete with other companies that have been established before. They are competing to provide the best service for consumers and trying to gain consumer trust in order to survive in the world of business competition.

In order to compete with other companies in the global business world, companies are required to have certain advantages that other companies do not have.

The increasingly intense competition between companies provides a new challenge to be able to compete and survive with other companies. Human resources have an important role either individually or in groups and human resources are one of the main drivers for the smooth running of an organization's activities, even the success of a company is determined by the existence of its human resources. Human resources are a very important asset in a company in order to achieve organizational goals. Humans are the most important resource in a company, without company people it is difficult to develop the mission and goals that have been set. No matter how sophisticated the equipment and devices that exist in the company, if it is not supported by human resources to control and operate it, it is impossible for the equipment and devices to work according to their function. The author conducted interviews with the Head of the HR Department to find out what factors are problematic that cause employee performance to be less than optimal.

LITERATURE REVIEW

Performance

Employee performance has a close relationship with the empowerment of human resources because it is an indicator in determining how businesses achieve high levels of productivity in an organization. In connection with this, the effort to conduct an assessment of the performance of an organization is important. According to Mangkunegara (2016) the notion of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him

The factors that affect performance according to Kasmir (2016) are as follows:

1. Capability and Expertise
   Is the ability or skill possessed by someone in doing a job. The more you have the ability and expertise, the more you will be able to complete the work correctly, according to what has been set. This means that employees who have better abilities and skills will provide good performance and vice versa. Thus, ability and expertise will affect a person's performance.
2. Knowledge
   The point is knowledge about work. Someone who has good job knowledge will give good work results, and vice versa. So, it can be concluded that knowledge of work will affect performance.
3. Work Plan
   Is a work plan that will facilitate achieving its goals. This means that if a job has a good design, it will make it easier to carry out the job properly and correctly. And vice versa, it can be concluded that job design will affect a person's performance.
4. Personality
   That is a person's personality or character possessed by a person. Everyone has a personality or character that is different from one another. Someone who has a good

ISSN (e): 2829-7350 | ISSN(p): 2963-9441

personality or character will be able to carry out work seriously and responsibly so that the results of the work are also good.

5. Work Motivation
   Work motivation is an encouragement for someone to do work. If employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be stimulated or motivated to do a good job. In the end encouragement or stimulation both from within and from outside a person will produce good performance.
6. Leadership
   Leadership is the behavior of a leader in organizing, managing and ordering his subordinates to carry out a given task and responsibility.
7. Leadership Style
   Is the style or attitude of a leader in dealing with or governing his subordinates.
8. Organizational Culture
   These are the habits or norms that apply and are owned by an organization or company. These habits or norms regulate things that are valid and generally accepted and must be obeyed by all members of a company or organization.
9. Job Satisfaction
   It is a feeling of pleasure or joy, or a feeling of liking someone before and after doing a job. If employees feel happy or happy or like to work, then the work results will be good too.
10. Work Environment
    It is the atmosphere or conditions around the workplace. The work environment can be in the form of rooms, layouts, facilities and infrastructure as well as working relationships with fellow co-workers.
11. Loyalty
    It is the loyalty of employees to keep working and defending the company where they work. This loyalty is shown by continuing to work earnestly even though the company is in a bad condition.
12. Commitment
    Is employee compliance to carry out company policies or regulations at work. Commitment can also be interpreted as employee compliance with the promises he has made. Or in other words, commitment is compliance to carry out the decisions that have been made.
13. Work Discipline
    It is an employee's effort to carry out their work activities seriously. Work discipline in this case can be in the form of time, for example coming to work always on time. Then discipline in doing what was ordered to him in accordance with the orders that must be done. Disciplined employees will affect performance.
14. Job training
    Job training is a systematic process to teach or improve knowledge, skills and attitudes, and specific behaviors related to work so that employees become more skilled, have

better responsibilities and have better performance.

15. Compensation
    Bif the level of compensation given to employees is lower than they can be given by other agencies or companies for the same job, maka will be able to cause dissatisfaction among employees, which can ends with many potential workers leaving the company.
16. Promotion of Position
    Provide opportunities for employees to develop creativity and better innovation for the optimal benefit of the company.

Employee Performance Indicators

According to Mangkunegara (2016) the indicators of employee performance are as follows:

1) Work quality. How well an employee does what he is supposed to do.
2) Work quantity How long an employee works in one day. This work quantity can be seen from the work speed of each employee.
3) Execution of tasks How far employees are able to do their job accurately or without errors.
4) Responsibility Awareness of the obligation to do the job accurately or without errors.

Work Discipline

According to Robbins (2015) upholding work discipline is very important for companies. The existence of work discipline will guarantee the maintenance of order and the smooth running of the company's work, so as to obtain optimal results. Whereas for employees, work discipline has an impact on a pleasant working atmosphere so that it will increase enthusiasm in carrying out their work According to Rivai (2011), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase awareness and willingness of a person to comply with all company regulations.

Work Discipline Indicator

According to Robbins (2015) indicators of work discipline are as follows:

a. Time discipline
   Time discipline here is defined as an attitude or behavior that shows adherence to working hours which includes:
   1. attendance
   2. employee compliance during working hours,
   3. Employees carry out their duties in a timely and correct manner.
b. Regulatory discipline
   Written and unwritten rules and regulations are made so that the goals of an organization can be achieved properly. For this reason, it requires a loyal attitude from employees towards the commitments that have been set.
   1. Loyalty here means obedience and obedience in carrying out orders from superiors
   2. regulations, rules that have been set.

SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

3. As well as the obedience of employees in using the uniforms that have been determined by the organization or company.

c. Discipline responsibility

One form of employee responsibility is the use and maintenance of equipment as well as possible so that it can support office activities to run smoothly. As well as the ability to face the work that is his responsibility as an employee.

Work motivation

According to Wibowo (2014) Motivation is the impetus for a series of processes of human behavior in achieving goals. According to Hasibuan (2015) states that work motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. The pro and positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance.

Motivation Indicator

According to Wibowo (2011), the dimensions and indicators of motivation are as follows:

1. To need for achievement, a person's need to achieve or target an achievement from the results of the work being done.
   a. Work target
   b. Work quality
   c. Responsibility
   d. Risk
2. To the need to expand association, one's need to create an environment of friendship in the area needed.
   a. Communication
   b. Friendship
3. To the need to master a job, the need to have reliability and habit in doing a job.
   a. Leader
   b. Company ambassador
   c. exemplary

Compensation

Success in determining the level of compensation also has a considerable influence on the level of employee performance, and the achievement of goals and will improve the viability of an increasingly competitive organizational environment. Employee performance is maximized if the rewards received are adequate. According to Rivai (2018) interpreting compensation is as a substitute for providing employee services to the company. Compensation can be distinguished from salary, which is a result that employees receive in the form of money as a reward that has been given for the realization of company goals;

incentives, namely benefits distributed to employees for their increasing performance and achievement results or because of the cost savings they make.

Compensation Indicator

Compensation indicators according to Rivai (2018):

1. Wages
2. Salary
3. Incentives
4. Allowances
5. Facilities

METHOD

According to (Sugiyono 2017) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing established hypotheses. The research location was carried out at the Medan Region II Airport Authority Office.

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population in the organization is 128 employees. The sample technique uses the Slovin Formula so that the total sample is 97 employees.

The data source used is primary data, using a questionnaire. The regression equation is:

$$Z = a + b1X1 + b2X2 + e$$

$$Y = a + b3X1 + b4X2 + b5Z + e$$

Where:

Y = Employee Performance
Z = Compensation
X1 = Work Discipline
X2 = Work Motivation
b1 = Coefficient of Work Discipline
b2 = work motivation coefficient
b3 = Coefficient of Work Discipline
b4 = work motivation coefficient
b5 = Compensation coefficient
a = constant

Data analysis technique

Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software. PLS is a method of solving Structural

ISSN (e): 2829-7350 | ISSN(p): 2963-9441

Equation Modeling (SEM) which has advantages over other
SEM techniques. SEM has a higher degree of flexibility in research that links theory and data, and is capable of carrying out path analysis with latent variables, so it is often used by researchers who focus on social sciences. PLS is a component- or variant-based structural equation model (SEM).

According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analytical method because it is not based on many assumptions. The data also does not have to be normally distributed multivariate (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), the sample does not have to be large. Apart from being able to confirm the theory, Partial Least Square (PLS) can also explain whether or not there is a relationship between latent variables. In prediction-based research, PLS is more suitable for analyzing data.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, it will be seen how big the correlation is between the indicators and their latent constructs. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2012).

b. Discriminant Validity

This validity test explains whether the two variables are sufficiently different from one another. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how much is the correlation value between indicators that measure variables). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of the regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

at this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

5.Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:

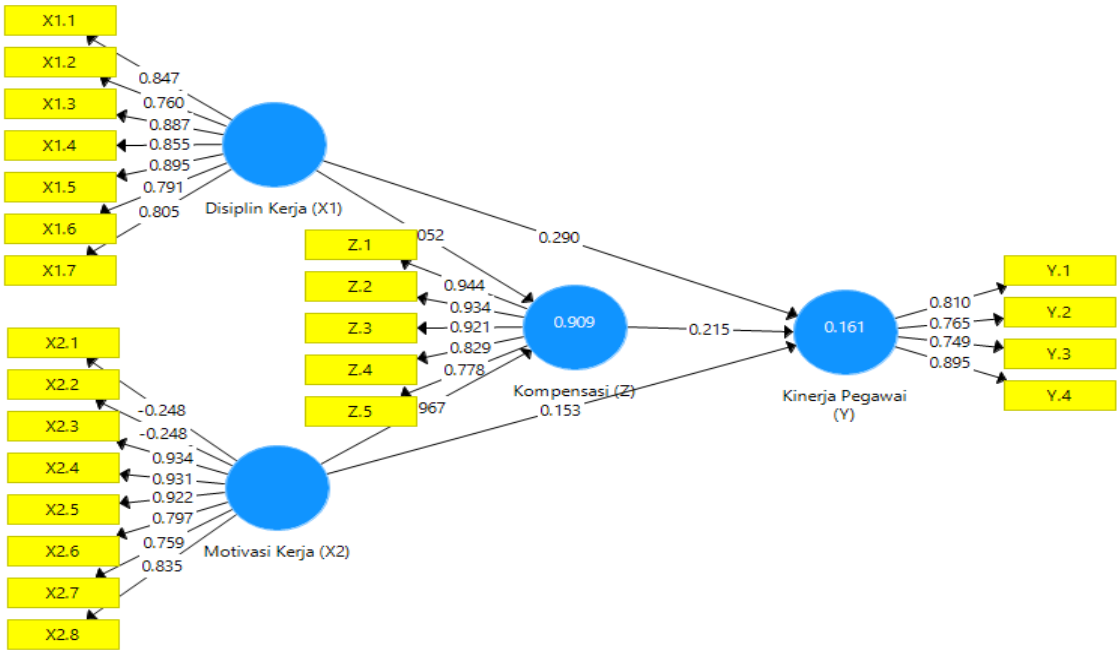

Figure 1. Outer Model Stage 1
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings Stage 1

Table 1. Outer Loadings stage 1

	Work Discipline (X1)	Employee Performance (Y)	Compensation (Z)	Work motivation (X2)
X1.1	0.847			
X1.2	0.760			
X1.3	0.887			
X1.4	0.855			
X1.5	0.895			
X1.6	0.791			
X1.7	0.805			
X2.1				-0.248
X2.2				-0.248
X2.3				0.934
X2.4				0.931
X2.5				0.922
X2.6				0.797
X2.7				0.759
X2.8				0.835
Y. 1		0.810		
Y.2		0.765		
Y.3		0.749		
Y.4		0.895		
Z. 1			0.944	
Z. 2			0.934	
Z. 3			0.921	
Z. 4			0.829	
Z. 5			0.778	

Source: Smart PLS 3.3.3

In the table above, indicators X2.1 and X2.2 have a loading factor < 0.7, meaning that the indicator is an invalid indicator while to measure the construct it must be in a valid state, i.e. loading factor > 0.7, therefore the invalid indicator must be removed and will be recalculated without indicators X2.1 and X2.2 to find out whether removing indicators X2.1 and X2.2 will make the data valid, stage 2 calculations will be carried out as follows:

SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

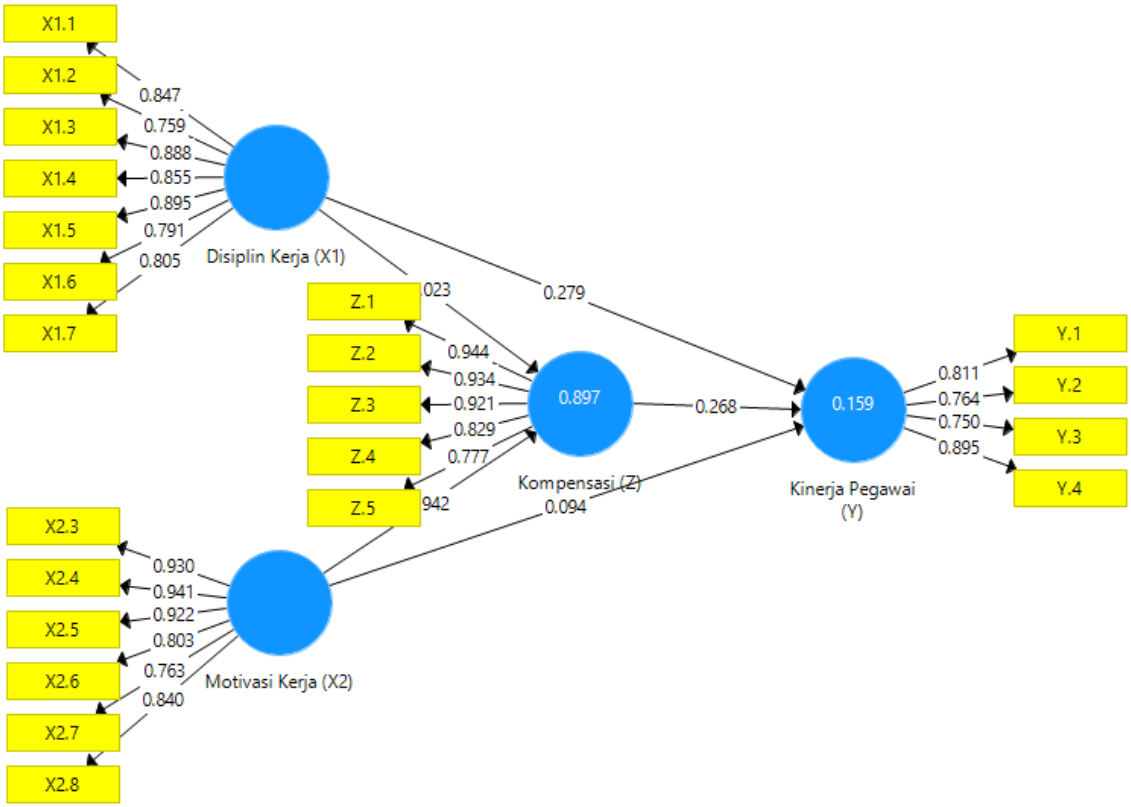

Figure 2. Outer Model Stage 2
Source: Smart PLS 3.3.3

The regression equation in this study consists of 2 substructures.
The substructural regression equation 1 is as follows:
Z = b1X2 – b2X1 + e1
Z = 0.942 – 0.023 + e1

Substructure Regression Equation 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.279 + 0.094 + 0.268 + e2

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings Stage 2.

Table 2. Outer Loadings stage 2

	Work Discipline (X1)	Employee Performance (Y)	Compensation (Z)	Work Motivation (X2)
X1.1	0.847			
X1.2	0.759			
X1.3	0.888			
X1.4	0.855			
X1.5	0.895			
X1.6	0.791			

X1.7	0.805			
X2.3				0.930
X2.4				0.941
X2.5				0.922
X2.6				0.803
X2.7				0.763
X2.8				0.840
Y. 1		0.811		
Y.2		0.764		
Y.3		0.750		
Y.4		0.895		
Z. 1			0.944	
Z. 2			0.934	
Z. 3			0.921	
Z. 4			0.829	
Z. 5			0.777	

Source: Smart PLS 3.3.3

Table 2 shows that the stage 2 assessment shows the results of a loading factor > 0.07, meaning that all indicators are valid after indicators X2.1 and X2.2 are deleted because they are invalid so that the current number of indicators is 22 indicators. After the loading factor is valid, further research can be carried out. This means that all indicators are valid indicators to measure the construct.

2. Discriminatory Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables. The following is the cross loading value for each indicator:

Table 3. Discriminant Validity

	Work Discipline (X1)	Employee Performance (Y)	Compensation (Z)	Work Motivation (X2)
X1.1	0.847	0.162	-0.163	-0.165
X1.2	0.759	0.277	-0.169	-0.144
X1.3	0.888	0.211	-0.224	-0.217
X1.4	0.855	0.097	-0.250	-0.231
X1.5	**0.895**	0.108	-0.247	-0.249
X1.6	0.791	0.033	-0.162	-0.175
X1.7	0.805	0.167	-0.129	-0.119
X2.3	-0.312	0.185	0.874	0.930

SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

X2.4	-0.170	0.296	0.887	**0.941**
X2.5	-0.261	0.105	0.879	0.922
X2.6	-0.092	0.446	0.756	0.803
X2.7	-0.121	0.042	0.724	0.763
X2.8	-0.203	0.377	0.804	0.840
Y. 1	0.097	0.811	0.234	0.244
Y.2	0.121	0.764	0.236	0.246
Y.3	0.236	0.750	0.115	0.103
Y.4	0.178	**0.895**	0.321	0.297
Z. 1	-0.252	0.244	**0.944**	0.931
Z. 2	-0.204	0.322	0.934	0.865
Z. 3	-0.292	0.105	0.921	0.871
Z. 4	-0.118	0.488	0.829	0.795
Z. 5	-0.166	0.088	0.777	0.699

Source: Smart PLS 3.3.3

Table 3. The indicators on the research variables have a cross loading value that is greater than the cross-loading value on other variables.

3. Composite reliability

A construct is said to be reliable if the composite reliability value is above 0.60 and the Cronbachs alpha value is above 0.7. The construct results for each variable are Work Discipline, Employee Performance, Work Motivation, Compensation as follows:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X1)	**0.928**	**0.942**	**0.698**
Employee Performance (Y)	**0.821**	**0.881**	**0.651**
Compensation (Z)	**0.928**	**0.947**	**0.781**
Work Motivation (X2)	**0.934**	**0.949**	**0.756**

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the Average Variance Extracted (AVE) for each variable, namely Work Discipline, Employee Performance, Work Motivation, Compensation has a construct > 0.50 meaning that all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value of each variable shows a construct value > 0.60. These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

The Cronbach's alpha value for each variable shows a construct value > 0.70, thus these results indicate that each research variable has fulfilled the requirements for the

Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square results

	R Square	Adjusted R Square
Employee Performance (Y)	0.159	0.132
Compensation (Z)	0.897	0.895

Source: Smart PLS 3.3.3

Based on table 5 above, it shows that the R Square value for the Employee Performance variable is 0.159. This acquisition explains that the percentage of employee performance is 15.9%. This means that the variables of Work Discipline, Work Motivation, Compensation have an effect on Employee Performance of 15.9% and the remaining 84.1% are influenced by other variables. Meanwhile, the R Square value for the Compensation variable is 0.897. This acquisition explains that the percentage of the amount of compensation is 89.7%. This means that the variables of Work Discipline, Work Motivation affect Compensation by 89.7% and the remaining 10.3% are influenced by other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 6. Model Fit

	Saturated Model	Estimation Models
SRMR	0.092	0.092
d_ULS	2,122	2,122
d_G	2,064	2,064
Chi-Square	815,136	815,136
NFIs	0.781	0.781

Source: Smart PLS 3.3.3

SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

The results of the goodness of fit test for the PLS model are in table 6. The following shows that the NFI value of 0.781 means FIT. Thus, from these results it can be concluded that the model in this study already has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 7. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Employee Performance (Y)	0.279	2,562	0.011	Accepted
Work Discipline (X1) -> Compensation (Z)	-0.023	0.534	0.593	Rejected
Compensation (Z) -> Employee Performance (Y)	0.268	0.926	0.355	Rejected
Work Motivation (X2) -> Employee Performance (Y)	0.094	0.331	0.740	Rejected
Work Motivation (X2) -> Compensation (Z)	0.942	34,412	0.000	Accepted

Source: Smart PLS 3.3.3

Table 7 above has a direct effect of the 5 hypotheses and will explain per hypothesis for Work Discipline has a positive and significant effect on employee performance with an original sample value of 0.279 and P-values 0.011 <0.05. Work Discipline has a negative and not significant effect on the Compensation value of the original sample -0.023 P values 0.593 > 0.05. Compensation has no significant positive effect on employee performance with an original sample value of 0.268 and a P value of 0.355. Work motivation has no significant positive effect on employee performance with an original sample value of 0.094 P values of 0.740. Work motivation has a positive and significant effect on employee performance with a value of 0.942 P values 0.000 <0.05.

Table 8. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Compensation (Z) -> Employee Performance (Y)	-0.006	0.395	0.693	Rejected
Work Motivation (X2) -> Compensation (Z) -> Employee Performance (Y)	0.253	0.915	0.361	Rejected

Source: Smart PLS 3.3.3

In table 8 above there is an indirect effect showing that compensation cannot affect

Work Discipline and Work Motivation on Employee Performance through Compensation, which means that Compensation is not an intervening variable with original sample values of -0.006 and 0.253 and P values of 0.0693 and 0.361 > 0.05.

CLOSING

Conclusion

Based on the results of the research that has been done and the analysis of the data as described in the previous chapter, the following conclusions are drawn from the results of the research as follows:

1. Work Discipline has a positive and significant effect on employee performance at the Medan Region II Airport Authority Office.
2. Work motivation has a positive and significant effect on employee performance at the Medan Region II Airport Authority Office.
3. Work Discipline has a negative and insignificant effect on Compensation at the Medan Region II Airport Authority Office.
4. Work Motivation has a positive and significant effect on Employee Compensation at the Medan Region II Airport Authority Office.
5. Compensation has a positive and insignificant effect on employee performance at the Medan Region II Airport Authority Office.
6. Work Discipline has a negative and insignificant effect on Employee Performance through employee Compensation at the Medan Region II Airport Authority Office.
7. Work motivation has a positive and insignificant effect on employee performance through employee compensation at the Airport Authority Office Region II Medan.

Suggestion

1. Organizations must carry out discipline every month to form employees so that they are disciplined at work.
2. To improve employee performance the organization is able to motivate employees to work even harder.
3. Usually employees will work hard if there is compensation given equivalent to work.
4. After the organization is able to provide employee wants, the organization must demand employees to work well.

REFERENCES

Ghozali, Imam. (2014). Structural Equation Modeling Metode Alternatif dengan Partial Least Square (PLS) Edisi 4. Universitas Diponegoro, Semarang.

Hasibuan, Malayu S.P, 2015. Manajemen Dasar, Pengertian, dan Masalah, Edisi Revisi, Bumi Aksara: Jakarta.

Hair, J. F. et. al. 2017. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). SAGE Publications, Los Angeles.

Mangkunegara. 2016. Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja Rosdakarya

ISSN (e): 2829-7350 | ISSN(p): 2963-9441

Rivai, Veithzal, dkk. 2018. Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktek. Depok: PT RajaGrafindo Persada

Robbins (2015), Perilaku Organisasi, Penerbit Salemba Empat, Jakarta.

Sekaran, Uma. 2014. Metodologi Penelitian Untuk Bisnis (Research Methods for Business) Buku 1 Edisi 4. Jakarta: Salemba Empat.

Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta, CV.

Wibowo. (2014). Perilaku Dalam Organisasi. Edisi 1-2. Jakarta: Rajawali Pers.

M. Chaerul (2018), "Pengaruh Loyalitas Pegawai, Motivasi Intrinsik Dan Kepribadian Ekstrovet Terhadap Kinerja." Jurnal Manajemen Tols, Volume 9 No. 1, Juni 2018, ISSN : 2088 – 3145.

Ria Yuriani[1], M. Chaerul Rizky[2], Nizamuddin[3]
DOI: https://doi.org/10.54443/sj.v2i3.171