

## THE INFLUENCE OF COMPENSATION, TRAINING, COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE PT. LUAS RETAIL INDONESIA

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### Abstract

This study supposed to determine the effect of compensation, training, competence and work discipline on employee performance of pt luas retail indonesia in batam branch. the sampling technique in this study is a census, the entire population makes a sample of 93 people. research instruments interviews and questionnaires. data analysis using multiple regression tests, t tests, and f tests with spss version 25. the research results are as follows: compensation has a positive and significant effect on employee performance of pt luas retail indonesia with a t value of  $9.567 > 1.661$  t table and a significance of  $0.000 < 0.05$ . training has a positive and significant effect on employee performance of pt. luas retail indonesia with a t value of  $6.370 > 1.661$  t table and a significance of  $0.000 < 0.05$ . competence has a positive and significant effect on employee performance of pt. luas retail indonesia with a t value of  $5.723 > 1.661$  t table and a significance of  $0.000 < 0.05$ . work discipline has a positive and significant effect on employee performance of pt. luas retail indonesia with a t value of  $5.992 > 1.661$  t table and a significance of  $0.000 < 0.05$ . compensation, training, competence and work discipline simultaneously have a positive and significant effect on employee performance of pt. luas retail indonesia with the value of f count  $150.761 > 2.70$  f table and significance  $0.000 < 0.05$ .

Keywords: Compensation, Training, Competence, Work Discipline, And Employee Performance

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### 1. Introduction

Humans as the most potential resource with their abilities and skills can move the wheels of their business (Hou, 2022). One of the company's activities is influenced by the system of relationship patterns that occur in it, both relationships with fellow employees and with superiors (I. L. Nasib, 2020). All activities carried out to improve the business of a company or organization are a form of performance (Ballian, 2020). The role of employees is very important to the success or failure of the company (Chaniago, 2018). The company in this case always monitors the performance of each employee to ensure they have carried out their duties and obligations as expected (I. L. Nasib, 2021). This performance assessment is very important to determine whether the company will continue to cooperate with employees if their performance is good (S. Y. F. R. A. L. D. A. Nasib, 2023).

Nowadays, it is realized that human resources are a very important issue of PT Luas Retail Indonesia, because human resources cause other resources in PT Luas Retail Indonesia to function. Employee performance is a very important factor in supporting the success of PT Luas Retail Indonesia. High performance will be very beneficial for both employers and employees, especially for their welfare. Based on observations that have

been made that the performance of employees of PT. Luas Retail Indonesia is still not optimal, even a drastic decline in performance results in the company since the covid-19 pandemic, although there has been an increase, but the increase is not consistent. Good compensation will create better performance as well. Compensation is a cost for the company. The company expects that the compensation provided will get a greater performance reward. So, employee performance must be greater than the compensation paid by the company, so that the company makes a profit and the continuity of the company is guaranteed.

Training is a vehicle to build human resources towards the era of globalization which is full of challenges, to obtain and improve skills outside the applicable education system in a relatively short time with a method that prioritizes practice over theory, so as to improve current performance. To get employees who have extensive knowledge and abilities, the employees of PT Luas Retail Indonesia need to conduct training.

Job training greatly affects employee performance. Job training can improve skills and achievements. Therefore, PT. Luas Retail Indonesia pays attention to job training activities in order to increase employee knowledge and work abilities to further improve the performance of the employees concerned. With the training, it is expected that employees will be able to work more effectively and efficiently, especially to deal with changes that occur such as technological changes, changes in work methods, demanding also changes in attitudes, behavior, skills and knowledge.

The training needs of PT Luas Retail Indonesia for its employees are professional management certification, quality management certification, quality certification, finance and auditing certification. Specialized document control training, skill management training, enterprise software development training. Based on observations made that there are still many employees who have not participated in competency-based training.

Competence concerns the authority of each individual to perform tasks or make decisions in accordance with their role in the organization that are relevant to their expertise, knowledge and abilities. The next factor that affects employee performance is work discipline. Work discipline as the main manager of the company is a must-have. A company can develop well, one of which is because employees are disciplined with the rules that have been made. Employees who obey company regulations and applicable social norms are disciplined employees. The consistency of PT Luas Retail Indonesia's employees to the existing rules helps the company run on track and makes it easier to achieve its goals.

Based on field observations, the rules that have been set are not based on standards so that many are not carried out by employees of PT. Luas Retail Indonesia. Employees often violate the rules that have been set in terms of discipline. These conditions will be an obstacle in doing work and not finished on time so that it will have an impact on the results of employee performance that is not optimal.

## **2. Theoretical Background**

### **Employee performance**

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2018). According to (Sedarmayanti, 2015) performance is a tool utilized in increasing accountability and decisions. According to (Kasmir, 2018) that employee performance indicators are as follows.

1. The amount of work. This dimension shows the amount of work produced by an individual or group as a standard job requirement.
2. Quantity of work. Every employee in the company must meet certain requirements to be able to produce work according to the quality demanded by a particular job.
3. Timeliness. Each job has different characteristics, for certain types of work must be completed on time, because it has a dependency on other jobs.
4. Attendance. A certain type of work requires the presence of employees in doing it according to the specified time.
5. Ability to cooperate. Not all work can be completed by one employee alone, but more than one employee.

### **Compensation**

According to (Malayu Hasibuhan, 2014) it explains the meaning of compensation, which is a remuneration received by employees in the form of money, direct or indirect goods for the remuneration they have sacrificed to the organization. Meanwhile, according to (Mangkuprawira, 2014) it defines that compensation is a form of payment received by employees so that they continue to be more productive in carrying out their duties and responsibilities. These payments are either cash, non-cash and are expected to provide benefits for the employees who receive them. Then according to (Ismail Nawai, 2013) explains that compensation is a form of appreciation given to employees for their contribution in helping organizations achieve the goals they aspire to. To measure compensation, the indicators used include wages and salaries, incentives, objectives and facilities (Nirmalasari & Amelia, 2020) .

According to (Hasibuan, 2014), compensation is a cost for the company. So, the value of employee work performance must be greater than the compensation paid by the company, so that the company gets profit and the continuity of the company is guaranteed. According to (Kadarisman, 2012), compensation is what an employee receives in return for the work he provides. According to (Handoko, 2015) compensation is divided into:

1. Direct Compensation. Direct compensation is compensation received by employees who have a direct relationship with work, which is usually received by employees in the form of salaries, wages, incentives, bonuses.
2. Indirect Compensation. Indirect compensation is compensation received by employees who have no direct relationship with work, but emphasize more on the formation of good working conditions to complete their work.

### **Job Training**

Training according to (Hamalik, 2016) is a series of processes that include actions (efforts) carried out deliberately in the form of providing assistance to the workforce carried out by professional coaching personnel in a unit of time which aims to improve the work ability of participants in certain fields of work in order to increase effectiveness and productivity in an organization. According to (Firman, 2018) training is an effort to improve the ability of employees to carry out the tasks that have been given so that employees are increasingly skilled and able to carry out the responsibilities outlined by the organization.

According to (Prasetyo, 2018) the indicators that can be used to measure training are as follows: (1) Training materials, (2) Training methods, (3) Training instructor abilities, (4) Training participants.

### Competence

Competence comes from the root word competent which means capable, authorized, has the power to decide, determine something. So competence is the authority (power) to determine (decide) something. According to (Gaol L, 2014) defines competence "as a fundamental characteristic of a person that has a direct effect on, or can predict, excellent performance. According to (Gaol L, 2014), the indicators of competence are: (1) Achievement orientation (Orientation to results), (2) Analytical thinking (Ability to analyze), (3) Conceptual thinking (Mastering concepts), (4) Impact and influence, (5) Integrity, (6) Interpersonal understanding, (7) Relationship building, (8) Self confidence.

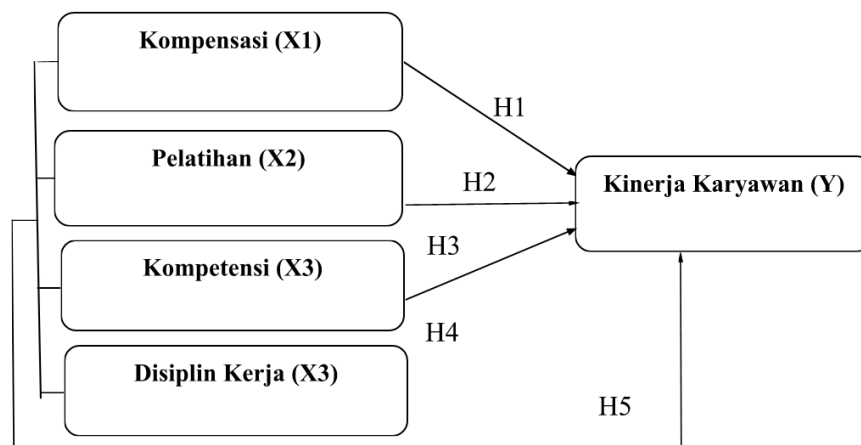
### Work Dicipline

Discipline according to (Siagian, 2017) is a management action to encourage members of the organization to meet the demands of various provisions. Work discipline can be interpreted as an attitude of respect, respect, obedience and compliance with applicable regulations, both unwritten and written and can be carried out and does not avoid receiving punishment if it violates the rules and authority given to it (Ridwan, 2019).

According to (Hasibuan, 2014) the indicators of employee work discipline are as follows: (1) Purpose and Ability, (2) Leadership Example, (3) Merit Pay, (4) Justice, (5) Waskat (Attached Supervision), (6) Legal Sanctions, (7) Firmness.

### Conceptual Research

The variables observed in this study include compensation, training, competence and work discipline affecting employee performance, which are then arranged into a conceptual framework.



**Picture 1:** Conceptual Research

### 3. Methods

This research uses a type of quantitative research. The quantitative research conducted; the researcher stated that the design used in this research was descriptive research. To get the data needed in this study, the researcher distributed questionnaires to respondents. This research uses inferential statistics is a statistical technique used to analyze sample data and the results are applied to the population. The location of this research is at PT Luas Retail Indonesia Batam Branch. This research was conducted with the Census Technique which is the entire population sampled, where the population in this study

were employees at PT. Luas Retail Indonesia Batam branch of 72 people. This study consists of 4 independent variables, namely Compensation (X1), Training (X2), Competence (X3) and Work Discipline (X4) and 1 dependent variable, namely employee performance (Y). The instruments used in this research are observation, interview, and questionnaire. The data analysis technique uses validity and reliability tests then before testing the hypothesis, it will first test for deviations from classical assumptions. In classical assumptions there are several tests that must be carried out, namely Normality Test, Multicollinearity Test and Heterosdasticity Test using SPSS version 25.

#### 4. Results and Discussion

To obtain data in this test, a questionnaire was distributed to 93 respondents. The questionnaire was distributed to employees of PT Luas Retail Indonesia. Where PT Luas Retail Indonesia is engaged in shoe sales. PUMA sales in Indonesia are distributed through PUMA Store mono stores that only sell the PUMA brand and wholesale stores that are sold with other brands, such as Sport Station and The Athlete's Foot. PUMA's distribution in Indonesia is the result of cooperation with local retailers such as PT Luas Retail Indonesia.

Researchers used a questionnaire as an instrument, where the questionnaire was to see the variables to be analyzed using a Likert scale which before being distributed to respondents was first tested for validity and reliability of each variable. After being analyzed with SPSS version 25, all variables were declared "Valid". In addition to the validity test, for data quality testing it is also necessary to test the reliability of the data. The reliability test was carried out using the Cronbach Alpha analysis technique.

**Tabel 1.** Reliability Test Results

No	Variabel	Cronbach Alpha	N of item
1	Compensation	0.882	8
2	Job Training	0.919	8
3	Competence	0.850	8
	Work Dicipline	0.892	12
4	Employee performance	0.885	8

Source: SPSS 25 Processing Results, 2023.

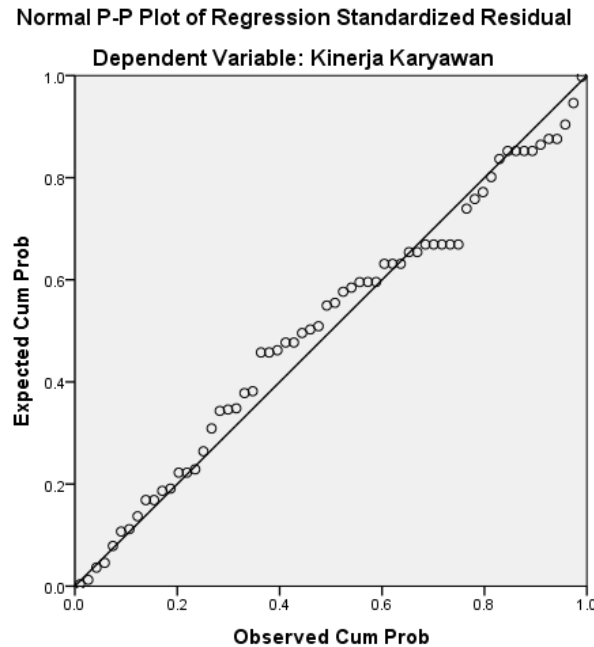
The results of the data processing contained in Table 1 obtained the following values:

1. The compensation variable obtained a Cronbach Alpha value of  $0.882 > 0.60$
2. The training variable obtained a Cronbach Alpha value of  $0.919 > 0.60$
3. The competency variable obtained a Cronbach Alpha value of  $0.850 > 0.60$
4. The work discipline variable obtained a Cronbach Alpha value of  $0.892 > 0.60$
5. The employee performance variable obtained a Cronbach Alpha value of  $0.885 > 0.60$

Based on this value, it can be concluded that the statement items for each research variable are realizable. This means that there is consistency in the answers of respondents to the variable statements of compensation, training, competence, work discipline and employee performance.

### Normality Test

Good data is data that has a normal distribution, which has a pattern that is close to the diagonal line. The normality test in this study was carried out using the SPSS version 25 tool.



**Picture 1.** Normalitas *P-P Plot*

The results of the normality test using normal P-P Plots of Regression show that the data used in this study have a normal distribution. This can be seen from the tendency of the data to spread around the diagonal line and follow the direction of the diagonal line or the histogram graph shows a normal distribution pattern, so it can be concluded that the regression model fulfills the normality assumption.

### Multicollinearity Test

Multicollinearity testing is done to ensure there is no correlation between the independent variables. Symptoms of multicollinearity can be known through a test that can detect whether the equation formed occurs multicollinearity. To detect symptoms of multicollinearity is the variable inflation factor (VIF). The trick is to look at the independent variable against the dependent variable, based on the VIF value if the value is less than 10, it shows that the model does not have multicollinearity symptoms.

**Table 2.** Multicollinearity Test Result

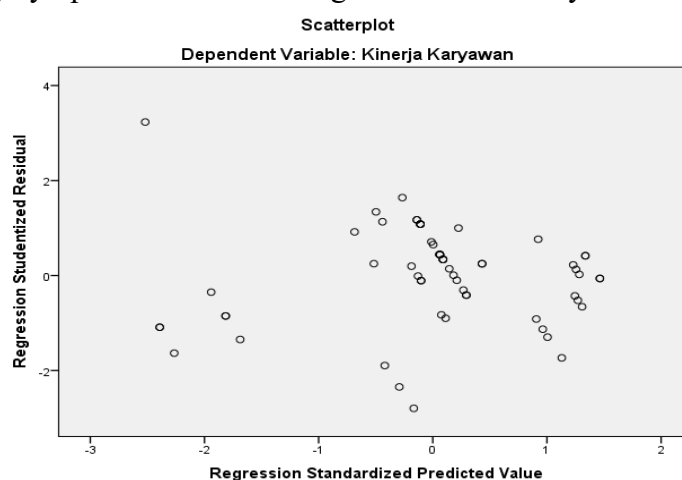
Model		Collinearity Statistics	
		<i>Tolerance</i>	<i>VIF</i>
1	Compensation	.785	1.274
	Job Training	.544	1.838
	Competence	.664	1.506
	Work Dicipline	.682	1.539
	Employee performance		

Source: SPSS 25 Processing Results, 2023.

Table 2 shows that the VIF value for each independent variable is less than 10. The VIF value of the compensation variable is 1,274, the training variable is 1,838, the competency variable is 1,506 and the work discipline variable is 1,539. The tolerance value for each independent variable is greater than 0.10. The compensation variable is 0.785, the training variable is 0.544, the competency variable is 0.664 and the work discipline variable is 0.682. So that in this study it can be concluded that there is no multicollinearity between the independent variables.

**Heteroscedasticity test**

The heteroscedasticity test is used to determine whether the regression model has an equal variance or not. Good data is data that is free from symptoms of heteroscedasticity, in detecting heteroscedasticity you can see a graph. If the graph does not appear to form a pattern and the dots spread above and below the number 0, then this is called no heteroscedasticity symptoms. The following heteroscedasticity test results are presented.



**Picture 2.** *Partial Regression Plot*

In Graph 2 Partial Regression Plot, it can be seen that the points on the scatter plot spread and do not form a pattern and the distribution is above and below the number 0, this indicates that the model does not have heteroscedasticity symptoms.

**Multiple Regression Analysis**

The multiple linear regression equation in this study can be seen in Table 3 below:

**Table 3.** Multiple Regression Analysis Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.193	1.920		4.787	.000
	Compensation	.708	.074	.481	9.567	.000
	Job Training	.258	.040	.385	6.370	.000
	Competence	.249	.044	.313	5.723	.000
	Work Dicipline	.272	.049	.313	5.992	.000

a. Dependent Variable: Employee performance

Source: SPSS 25 Processing Results, 2023.

Based on the results of data processing in Table 3, the regression equation can be obtained as follows.

$$Y = 9.193 + 0.708X_1 + 0.258X_2 + 0.249X_3 + 0.272X_4 + e$$

This means:

1. This shows that if compensation, training, competence and work discipline are zero, then employee performance has a value of 9,139.
2. The compensation variable has a regression coefficient value of 0.708, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the compensation variable will increase employee performance by 0.708. The compensation coefficient is positive, meaning that the more the compensation value increases, the more employee performance can increase.
3. The training variable has a regression coefficient value of 0.258, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the training variable will increase employee performance by 0.258. The training coefficient is positive, meaning that the more the training value increases, the more employee performance can increase.
4. The competency variable has a regression coefficient value of 0.249, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the competency variable will increase employee performance by 0.249. The coefficient of competence is positive, meaning that the more the value of competence increases, the more employee performance can increase.
5. The work discipline variable has a regression coefficient value of 0.272, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the work discipline variable will increase employee performance by 0.272. The coefficient of work discipline is positive, meaning that the more the value of work discipline increases, the more employee performance will increase.

### T test (Partial)

The t test is used to determine the effect of independent variables partially affecting the dependent variable. The processed data obtained from respondents as many as 93 employees of PT Luas Retail Indonesia.

**Table 4: T test Result**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.193	1.920		4.787	.000
	Compensation	.708	.074	.481	9.567	.000
	Job Training	.258	.040	.385	6.370	.000
	Competence	.249	.044	.313	5.723	.000
	Work Discipline	.272	.049	.313	5.992	.000

a. Dependent Variable: employee performance

Source: SPSS 25 Processing Results, 2023.

Based on Table 4, it can be seen as follows:

1. The t value for the compensation variable is  $9.567 > 1.661$  t table and sig value  $0.000 < 0.05$ . Based on the results obtained,  $H_0$  is rejected and  $H_1$  is accepted for the



- compensation variable, thus partially the compensation variable has a significant effect on employee performance.
2. The t value for the training variable is  $6.370 > 1.661$  t table and the sig value is  $0.000 < 0.05$ . Based on the results obtained,  $H_0$  is rejected and  $H_2$  is accepted for the training variable, thus partially the training variable has a significant effect on employee performance.
  3. The t value for the competency variable is  $5.723 > 1.661$  t table and the sig value is  $0.000 < 0.05$ . Based on the results obtained,  $H_0$  is rejected and  $H_3$  is accepted for the competency variable, thus partially the competency variable has a significant effect on employee performance.
  4. The t value for the work discipline variable is  $5.992 > 1.661$  t table and the sig value is  $0.000 < 0.05$ . Based on the results obtained,  $H_0$  is rejected and  $H_4$  is accepted for the work discipline variable, thus partially the work discipline variable has a significant effect on employee performance.

### F Test (simultaneous)

In this study, a simultaneous test was then carried out to determine the effect of the dependent variables together on the dependent variable.

**Tabel 5.** F test Result  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	657.838	4	219.279	150.761	.000 <sup>b</sup>
1 Residual	133.713	88	1.573		
Total	791.551	92			

a. Dependent Variable: employe performance

b. Predictors: (Constant), Work Discipline, Competence, Compensation, Training  
Source: SPSS 25 Processing Results, 2023.

The results of data processing in table 5 show the value of F count  $150.761 > 2.70$  F table and significance  $0.000 < 0.05$ , then the decision taken is  $H_0$  rejected and  $H_5$  accepted. The conclusion is that compensation, training, competence and work discipline can explain the performance of employees of PT Luas Retail Indonesia.

### Determination test ( $R^2$ )

This analysis is used in conjunction to determine the amount or percentage of the contribution of the influence of the independent variables in the regression model to influence the dependent variable.

**Table 6.** Determination test result  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920 <sup>a</sup>	.870	.868	1.345612

a. Predictors: (Constant), Work Discipline, Competence, Compensation, Training

b. Dependent Variable: employee performance

Source: SPSS 25 Processing Results, 2023.

Based on the results in Table 6, the value of determination ( $R^2$ ) obtained is 0.868, this means that the percentage of contribution of compensation, training, competence and work discipline variables in the regression model is 86.8% and the relationship that occurs is very strong, while the remaining 13.2% is explained by other variables not examined in this study. So it can be concluded that compensation, training, competence and work discipline together are able to provide a large or very strong contribution to the performance of employees of PT. Luas Retail Indonesia.

## **Discussion**

### **Effect of Compensation on Employee Performance**

The results in this study show that the compensation variable has a t value of  $9.567 > 1.661$  t table and a significance of  $0.000 < 0.05$ , which means that  $H_0$  is rejected and  $H_1$  is accepted, the conclusion is that compensation has a positive and significant effect on the performance of employees of PT Luas Retail Indonesia. This result is obtained because employees feel that the salary given by the company is as expected, then the application of incentive wages that exist in the company is as expected (Pebri, 2020)(Amelia, 2018)(Y. S. D. M. F. R. A. L. Nasib, 2023). The incentives provided by the company are based on the employee's tenure in the company, so this makes employee performance better. This research is in line with research (Istifadah & Santoso, 2019).

### **The Effect of Training on Employee Performance**

The results in this study indicate that the training variable has a t value of  $6.370 > 1.661$  t table and a significance of  $0.000 < 0.05$ , which means that  $H_0$  is rejected and  $H_2$  is accepted, the conclusion is that training has a positive and significant effect on the performance of employees of PT. Luas Retail Indonesia. This result is obtained because the company provides learning opportunities to meet the changing needs of the workplace. Training and development are encouraged and valued in the workplace, so this can make employee performance increase along with the routine provision of training by the company. This research is in line with research (Surur, 2019)(Martin, 2017)(Syarifuddin, 2022).

### **The Effect of Competence on Employee Performance**

The results in this study indicate that the competency variable has a t value of  $5.723 > 1.661$  t table and a significance of  $0.000 < 0.05$ , which means that  $H_0$  is rejected and  $H_3$  is accepted, the conclusion is that competence has a positive and significant effect on the performance of employees of PT. Luas Retail Indonesia. This result is obtained because employees are given responsibility for the work that has been given. Then employees carry out work targets that have been set by the organization with full calculation, so this can improve the performance of employees. This research is in line with research (Lestari, 2021)(Yanuarisa, 2022)(Sungguh Ponten Pranata et al., 2021).

### **The Effect of Work Discipline on Employee Performance**

The results in this study show that the work discipline variable has a t value of  $5.992 > 1.661$  t table and a significance of  $0.000 < 0.05$ , which means that  $H_0$  is rejected and  $H_4$  is accepted, the conclusion is that work discipline has a positive and significant effect on the performance of employees of PT. Luas Retail Indonesia. This result is obtained because employees receive fair legal sanctions. Sanctions are given based on the

applicable provisions, so this can improve the performance of employees. This research is in line with research (Pranata, 2020)(Rivai, 2021)(S. C. S. A. Y. Nasib, 2019).

### **The Effect of Compensation, Training, Competence and Work Discipline on Employee Performance**

The results in this study and based on the results of processed data, it is obtained that the calculated F value is  $150.761 > 2.70$  F table and significance  $0.000 < 0.05$ , which means that  $H_0$  is rejected and  $H_5$  is accepted. In conclusion, compensation, training, competence and work discipline simultaneously have a positive and significant effect on the performance of employees of PT Luas Retail Indonesia. In this study with a balanced compensation, provision of training for employees, channeling adequate competence according to their field and appreciating it can improve the quality of employee performance. This research is in line with research (Istifadah & Santoso, 2019)(Tambunan, 2019)(Fahmi, 2020).

### **5. Conclusion**

Based on the results and discussion, it can be concluded as follows.

1. Compensation has a positive and significant effect on employee performance of PT Luas Retail Indonesia with a t value of  $9.567 > 1.661$  t table and a significance of  $0.000 < 0.05$ .
2. Training has a positive and significant effect on employee performance of PT. Luas Retail Indonesia with a t value of  $6.370 > 1.661$  t table and a significance of  $0.000 < 0.05$ .
3. Competence has a positive and significant effect on employee performance of PT. Luas Retail Indonesia with a t value of  $5.723 > 1.661$  t table and a significance of  $0.000 < 0.05$ .
4. Work discipline has a positive and significant effect on employee performance of PT. Luas Retail Indonesia with a t value of  $5.992 > 1.661$  t table and a significance of  $0.000 < 0.05$ .
5. Compensation, training, competence and work discipline simultaneously have a positive and significant effect on employee performance of PT. Luas Retail Indonesia with the value of F count  $150.761 > 2.70$  F table and significance  $0.000 < 0.05$ .

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