



Analysis of Employee Performance: A Case Study in Port Corporation

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Article Info	Abstract
<p>Keywords: compensation, work environment, work discipline, employee performance, Indonesia Port Corporation</p>	<p>The purpose of this study is to analyze the effect of compensation, work environment and work discipline on employee performance at the Indonesia Port Corporation. This is important for managers in making decisions in the company, especially matters relating to human resources. The population of this research was all the employees of the human resources division. The sampling technique used was saturated sampling, where data was collected using a survey method, namely a questionnaire. The results showed that all variables had a positive and significant effect on employee performance, both partially and simultaneously. The results of this study confirm that port management companies must pay attention to compensation, work environment and work discipline if it expects superior performance from its employees.</p>
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Introduction

Human resource planning is a strength in organizational success and employee development is considered as one of the most important functions of effective resource management (Abdullah, 2009; Kepha et al., 2014). Its practice in the development of human resources is important in the field of research. In the current labor market, success depends on innovation, speed, and acceptance, which can provide insight and implications for the business environment (Ali and Jadoon, 2012; Qureshi et al., 2010).

PT Pelabuhan Indonesia II (Persero) or Pelindo II was transformed into the Indonesia Port Corporation (IPC) in February 22, 2012. Its field of business covers a number of activities in providing port and water services for traffic and berths, services related to pilotage and ship delays, docks, container loading and unloading, passenger and vehicle facilities, loading and unloading services, electricity, drinking water, waste and waste disposal services, fuel filling services for ships and vehicles in port environments, consulting services, as well as education and training related to porting. In addition to its main business activities, IPC also develops other business activities that can support the achievement of the company's objectives and to optimize the utilization of the company's resources, such as: transportation services, rental services, ship maintenance services and port equipment (<http://www.indonesiaport.co.id/read/produk-and-layanan.html>).

The company has more than 2,400 employees working in the head office and 12 branches, four business units, and three affiliates in 10 provinces throughout Indonesia. IPC unites, works together and supports each other within the company to achieve high productivity

(<http://www.indonesiaport.co.id/sub/sumber-daya-manusia.html>). However, conducting transactional and administrative activities, such as correspondence, processing of payments and procurement of vendors, in addition to inputting employment data, often takes up a lot of time and effort. This has an impact in reducing the capacity to carry out more strategic and performance enhancing activities. These activities also require considerable time and effort and ensure the suitability of HR with the business needs of each IPC entity, such as its financial, commercial, and operations divisions as well as its subsidiaries and branches.

Human resources play an important role in determining the progress of a company and often must be managed directly by the manager. This is so that work results in both quality and quantity can be carried out by employees according to the responsibilities given to them (Mangkunegara, 2009). Compensation is one of the factors that can improve employee performance (Hasibuan, 2009). Compensation includes expenses such as bonuses, profit sharing, overtime and rewards that include monetary and non-monetary rewards (Wright et al., 2003).

Another factor that can improve employee performance relates to work environment. A supportive work environment for employees can improve performance, whereas the opposite condition may impair it (Sofyandi, 2008). Work discipline is another factor, which includes the awareness and willingness of someone to obey all applicable company regulations and social norms (Hasibuan, 2012). The regulations are carried out by all employees through their awareness and willingness. Good discipline, morale, work morale, efficiency, and effectiveness as well as increased employee performance will support the achievement of company goals.

This study examines the effect of compensation, work environment, and work discipline on employee performance. The purpose of the study was to analyze the effect of compensation, work environment and work discipline on employee performance at IPC.

Literature review

Employee performance

Performance (job performance/actual performance) means the work performance or actual achievement achieved by someone. Employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance to the responsibilities given to him (Mangkunegara, 2013). Performance is the output produced by the functions or indicators of a job or a profession in a certain time (Hamali, 2016).

A number of indicators are used to measure employee performance (Robbins and Judge, 2013), namely: (1) Quantity, which is the amount generated expressed in terms of the number of units completed; (2) Quality, measured by employee perceptions of the quality of work produced; (3) Effectiveness, is the level of use of organizational resources (energy, money, technology, raw materials) maximized in order to increase the yield of each unit in the use of resources; (4) Timeliness, is the level of activity completed at the beginning of time; (5) Independence, is the level an employee is able to carry out his work function; and (6) Work commitment, a level where the employee has a commitment to work with his responsibilities towards the company where he works.

Compensation

Compensation practices play an important and functional role in differentiating performance, because employees usually depend on wages and salaries that must be equal to their work. Some of the cases that occur in work relationships include compensation problems

and its related aspects such as benefits, compensation increases, compensation structures, and compensation scales. Compensation involves the payment or output offered by the employer to the employee as a reward for the service provided, which consists of time, energy, and skills and arises from the employment of employees by the organization (World at Work, 2015; Cadran, 2004; Hamali, 2018; Moorhead and Griffin, 2013; Dessler, 2012). Compensation includes a base of pay, as well as short-term and long-term incentives (Gross et al., 2004). Pay can also be defined in direct financial items, such as: basic salary, shares, equity and monetary distribution programs (Rumpel and Medcof, 2006). The benefits for the company are competent retention of employees (De Bruyn, 2014). However, for managers, compensation decisions affect business costs (Cheng et al., 2013).

The indicators of compensation (Rivai, 2014), include: (1) Salary, received by employees as a consequence of being an employee who gives their energy and thought; (2) Wages, direct financial benefits paid based on working hours, number of items produced or the number of services provided; (3) Incentives, direct benefits paid due to performance exceeding the specified standards; (4) Indirect compensation, additional compensation provided based on company policy in an effort to improve the welfare of employees. Compensation is mostly equal to half of the company's cash flow, but it may be more than half in the service sector. This is the main way to attract employees and motivate employees to improve performance (Perry and Blue, 2008).

Work environment

Work environment is an external and internal condition that can affect work morale and produce work that is immediately completed (Nitisemito, 2001). A decent work environment is a condition where individuals can do their work in an ideal, safe, healthy, and comfortable way (Al-Omari and Okasheh, 2014). Therefore, many studies classify work environment to be a non-destructive and conducive environment (Akinyele, 2010; Chaddha, et al., 2011; Yusuf and Metiboba, 2012; Assaf and Alswalha, 2013). McGuire and McLaren (2007) believe that the organization's physical environment, especially its layout and design, can influence employee behavior in the workplace.

Work environment is divided into two (Al-Omari and Okasheh, 2014), which are the physical and nonphysical work environment. The physical work environment includes all physical conditions around the workplace that can directly or indirectly affect employees. It is categorized into two types: the environment directly related to employees and the intermediary environment. On another note, the non-physical work environment covers all the conditions that occur related to work relationships, which are related to both superiors and fellow colleagues, or subordinates. This environment is also a type of work environment that cannot be ignored.

Several factors that influence the workplace include: Cleanliness, water, lighting, coloring, security and music (Nitisemito, 2001). Many work environment studies show that employees prefer and contribute significantly to their workspace satisfaction and performance (Humphries, 2005; Veitch et al., 2004). These features are ventilation, lighting, access to natural light and an acoustic environment that has a positive effect on employee health and productivity (Dilani, 2004). Chandrasekar (2011) confirmed that a comfortable and ergonomic office design is supportive to employees and significantly improved their performance.

In the work environment, indicators that can influence the formation of a work environment condition are associated with employee capabilities (Sedarmayanti, 2009), which include: (1). Color, an important factor to increase the work efficiency of employees, especially colors that will affect their mental state; (2) Cleanliness of the work environment, employees will

feel comfortable in carrying out their work; (3) Lighting, not limited to electricity lighting, but also sunlight. Sufficient lighting is required by employees to carry out their duties; (4) Guarantees of security give rise to calm, namely the security of the personal property of employees and also the construction of buildings where they work; (5) Noise, a disturbance to someone will cause a lot of errors or damage. This will lead to losses; (6) Spatial planning, which is an arrangement in the workspace that usually affects the comfort of employees when working.

Work discipline

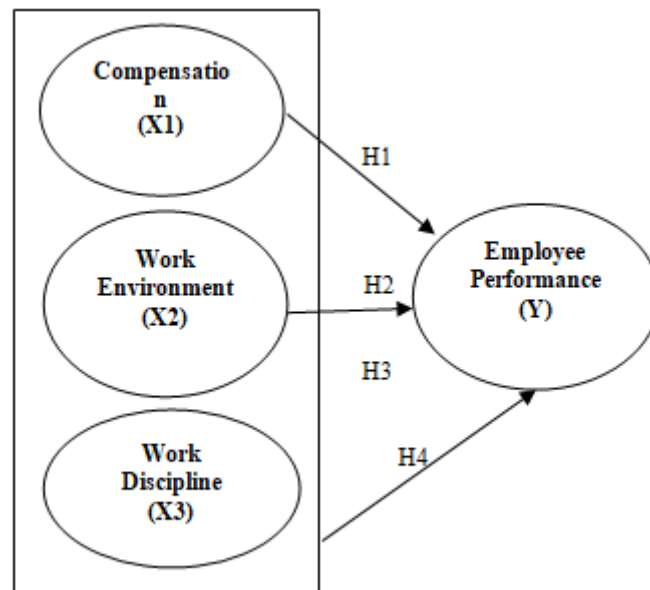
Work discipline is an attitude of willingness and willingness to obey, all regulatory norms, strengthen organizational guidelines that apply and act as an implementation of management in organizations (Mulhayat et al., 2019; Mangkunegara, 2013). Discipline in practice contain two elements, namely: (1) Positive element, an attitude in carrying out the task in question and accepts and is responsible for the completion and success of the task; (2) Negative element, a discipline possessed by dishonest people in their nature, making them difficult to develop.

There are three forms of work discipline (Mangkunegara, 2011): (1) Preventative discipline, an attempt to guide employees to follow and comply to work guidelines and rules outlined by the company. The basic goal is to encourage employees to self-discipline so that they can adhere to company regulations. (2) Corrective discipline, an effort to encourage employees to unite regulations and be aware and comply with regulations according to applicable guidelines for the company. Employees who violate discipline need to be given sanctions according to applicable regulations to improve and comply with applicable regulations, as well as punishing offenders. (3) Progressive discipline, an activity that gives more severe punishments for repeated violations.

Indicators that influence the level of the discipline of employees of an organization (Cooke, 2006) are: (1) Objectives and Capabilities, to influence the level of employees' discipline, the objectives that need to be achieved must be clear and ideally set. This means that the work charged to them must be in accordance with their abilities. (2) A leader as an example is very important in determining employees' discipline since they serve as role models to their subordinates. By setting a good example, the discipline of subordinates can be formed. (3) Rewarding services, welfare which is included in influencing employees' discipline for distributing remuneration to provide satisfaction and sense of belongingness of employees towards the company. (4) Justice, contributing to the realization of employee discipline. Justice which is the basis of policy in giving remuneration or punishment will create good discipline. (5) Adherent Supervision, the most effective concrete action in realizing employee discipline.

Existing literature review proves that employee discipline influences employee performance (Lincoln and Holmes, 2010). Dower, (2014) states that discipline values are used as judgements, tendencies and decisions, cause and important determinants of human behavior. Discipline is important for decision making at the individual and authoritative level (Kim and Miller, 2016).

Based on this theory, the conceptual framework can be viewed in the diagram below:



Figur 1. Conceptual Framework

Based on Figure 1, there are three variables that affect employee performance. These variables are compensation, work environment, and work discipline.

Research hypotheses

In this study, the hypotheses are based on previous research, namely the influence of compensation on employee performance (Hameed et al., 2014; Bello, 2014), work environment on employee performance (Al-Omari and Okasheh, 2017; Chandrasekar, 2011), work discipline on employee performance (Chirasha, 2013) and the simultaneous influence of compensation, work environment, and work discipline on employee performance (Osibanjo et al., 2014). The hypotheses are:

- H1: There is an influence of Compensation on Employee Performance
- H2: There is an influence of Work Environment on Employee Performance
- H3: There is the influence of Work Discipline on Employee Performance
- H4: There are influences of Compensation, Work Environment, and Work Discipline on Employee Performance

Methods

The research was carried out using quantitative research and performed using census techniques because all members of the population were sampled. The population used were all employees of the HR division of IPC, which numbered to 50 people. The sampling technique used was saturated sampling. Sample determination is used if all members of the population are used as samples (Cresswell, 2014, 2009; Hair et al., 2010).

The researcher uses the associative method to see causal relationships between the independent variables (the causes of the emergence of the dependent variable) and the dependent variable (due to the existence of independent variables). The bound variables (Y) in this case are Employee Performance, while the independent variables (x) in this case are Compensation, Work Environment, And Work Discipline. The type of data used is primary data. The answers to

each question item submitted to respondents were measured using a Likert scale where Strongly Agree was given a score of 5 to Strongly Disagree that was given a score of 1.

Analysis of multiple linear regression

Multiple linear regression analysis is a statistical method used to directly see the effect of the influence of independent variables namely Compensation (X1), Work Environment (X2) and Work Discipline (X3) on the dependent variable Employee Performance (Y). The multiple linear regression equation is as follows:

$$Y = a + b(X1) + b_2(X2) + b_3(X3)$$

Results and discussions

The descriptive results of the respondents based on gender, age, education and years of service can be found below:

Table 1. Characteristics of Respondents

Characteristics		Frequency	Percent	Commulative Percent
Gender	Male	29	58,0	58,0
	Women	21	42,0	100,0
		50	100,0	
Age	21 – 30 Years	20	40,0	40,0
	31 – 40 Years	18	36,0	76,0
	41 – 50 Years	7	14,0	90,0
	> 50 Years	5	10,0	100,0
		50	100,0	
Education	SMA/SMK	2	4,0	4,0
	Academy	19	38,0	42,0
	Bachelor's Degree	29	58,0	100,0
		50	100,0	
Work experience	< 1 Year	3	6,0	6,0
	1 – 5 Years	14	28,0	34,0
	6 – 10 Years	19	38,0	75,0
	11 – 15 Years	3	6,0	78,0
	> 15 Years	11	22,0	100,0
		50	100,0	

Source: SPSS Version 23 processed results (2019)

Table 1 shows that based on gender, the respondents were mostly male with 29 respondents and a percentage of 58%; this outnumbers the women with 21 respondents at 42%. It appears that the company needs more male employees because most of the jobs tend to be more physical. On another note, based on the age category, the age of the employees were quite diverse. Especially in the age category of 21 to 30 years that amounted to 40%. It enables productive adults to work. Meanwhile based on current education background, most of the employees hold bachelor degrees with 29 respondents at 58 percent. It appears that most of the

employees in this company had 6-10 years work experience with a frequency of 19 respondents at 38 percent. In this case, the employees have been working for a relatively long time at this company.

Validity and reliability test

The questionnaire consisted of 44 statement indicators. Employee Performance variables included 10 statement indicators. Whereas Compensation had 12 indicator statements, Work Environment consisted of 12, and Work Discipline encompassed 10 statement indicators. The test results for the validity of all variables were valid because the value of r count $>$ from r table (0,279).

While the reliability union of the five variables studied was entirely reliable (Cronbach's Alpha $>$ 0,70).

Table 2. Research Variable Reliability

Variable	Cronbach's Alpha	r Table	Remark
Employee Performance	0,827	0,700	Reliability
Compensation	0,849	0,700	Reliability
Work Environment	0,870	0,700	Reliability
Work Discipline	0,850	0,700	Reliability

Source: The result of primary data processing (2019)

T test Results(partial)

The t test is conducted to find out whether there is a partial influence of compensation, work environment, and work discipline on employee performance. Testing is based on the significance value of each regression coefficient using the significance value of <0.05 . If the significance value generated from the calculation ($\alpha < 0,05$), then the hypothesis can be accepted; conversely, if the significant value of the calculated result ($\alpha > 0,05$), the hypothesis is rejected. The results of the analysis (Table 3) are:

Table 3. Partial Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	0,830	0,567		1,464	0,150
Employee Performance	0,267	0,106	0,301	2,518	0,015
Compensation	0,322	0,105	0,358	3,061	0,004
Work Environment	0,218	0,108	0,260	2,124	0,039
Work Discipline					

Source: The results of primary data processing (2019)

T-table was calculated by dividing the level of trust by number 2 divided by the number of respondents minus the number of independent variables and subtracted again by number 1 (t -table = $(a / 2 : nk-1) = (0,05 / 2 : 50 -3-1) = 2,013$).

H1: The Influence of Compensation on Performance Employee

Based on the analysis results (Table 3), the Compensation variable has a t-count value of 2,518 > t-table of 2,013. While the significant value of 0,015 < 0,05. Thus the compensation variable H0 is rejected and H1 is accepted, which means Compensation (X1) has a positive and significant effect on Employee Performance (Y).

H2: The influence of Work Environment on Performance Employee

Work Environment Variables have a t-count value of 3,061 > t-table of 2,013, with a significant value of 0,004 < 0,05. Therefore work environment variables H0 is rejected and H1 is accepted, which means the Work Environment (X2) has a positive and significant effect on Employee Performance (Y).

H3: The influence of Work Discipline on Employee Performance.

The Work Discipline variable has a t-count value of 2,124 > t-table of 2,013, while the significant value is 0,039 < 0,05. Therefore Work Discipline variables H0 is rejected and H1 is accepted, which means Work Discipline (X3) has a positive and significant effect on Employee Performance (Y). It can be concluded that Work Discipline has a positive and significant effect on Employee Performance.

H4: F Test Results

The F test is conducted to determine whether there is a simultaneous influence of Compensation, Work Environment and Work Discipline on Employee Performance. The decision criteria is based on the significance value Fcount with a significance level of 0,05.

Table 4. Simultaneous Results

Model	Sum of Squares B	df	Mean Square	F	Sig
1 Regression	2,543	3	0,848	11,088	0,000 ^b
Residual	3,542	46	0,077		
Total	6,085	49			

Source: The results of primary data processing (2019)

The results of ANOVA calculations (Table 4) show that the hypothesis can be accepted, because the significance value is 0,000 < 0,05. Thus it is proven that Compensation, Work Environment, and Work Discipline have a simultaneous influence on Employee Performance.

From these results it can be seen that the F-count value is 11,008, while the F-table is 2,810 (Fcount > Ftable) with a significant level below 0,05at 0,000. This indicates that the Compensation, Work Environment, and Work Discipline variables if tested together (simultaneously) have a significant effect on Employee Performance.

Analysis of Multiple Linear Regression

Based on Table 3, the multiple linear regression Employee Performance = 0,830 + 0,267 (Compensation) + 0,322 (Work Environment) + 0,218 (Work Discipline). If the multiple linear regression equation (1) constant value is positive, this shows that if the Compensation, Work

Environment and Work Discipline variables are zero, then Employee Performance will have a value of 0,830. (2) If the compensation regression coefficient is positive, this indicates that if Compensation increases, Employee Performance will also increase. This means that every time there is an increase of one unit in Compensation, it will result in an increase of Employee Performance by 0,267 under certain conditions. (3) If the regression coefficient of the Work Environment is positive, then this indicates that if the Work Environment increases, Employee Performance will also increase. This means that every time there is an increase of one unit in Work Environment, the Employee Performance increases by 0,322. (4) If the regression coefficient of Work Discipline is positive, this shows that if Work Discipline increases, Employee Performance also increases. This means that every time there is an increase of one unit in work discipline, it will result in Employee Performance increasing by 0,218.

Determination Coefficient Analysis (R²)

The coefficient of determination measures how far the independent variables explain the dependent variable. The coefficient of determination can be seen in the summary model, while the results of the coefficient can be viewed in the R Square (R²) column.

Table 5. The Summary Results Of The Independent Variables On The Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,646 ^a	0,418	0,380	0,2774

Source: The results of primary data processing (2019)

Based on Table 5, we can see that the value of R² from Compensation, Work Environment and Work Discipline on Employee Performance is 0,418 or 41,8 percent. This shows that Compensation, Work Environment and Work Discipline affect Employee Performance by 41,8 percent, while the remaining 58,2 percent of variables are explained by other factors. Therefore Compensation, Work Environment and Work Discipline contributes to Employee Performance.

The partially (t test) Compensation variable has a t-count value of 2,518 > t-table of 2,013, with a significant value of 0,015 < 0,05, therefore this result shows that Compensation (X1) has a positive and significant effect on Employee Performance (Y). Hence a higher Compensation can improve Employee Performance; this finding is in line with previous research (Hameed et al., 2014; Bello, 2014; Sajjad, 2011). In the case of the IPC companies, it appears that in practice the compensation they receive affects performance, to date the company has been able to provide an expected compensation and employees have shown good performance.

The work environment variable has a t-count value of 3,061 > t-table of 2,013, with a significant value of 0,004 < 0,05, thus this result shows that Work Environment (X2) has a positive and significant influence on Employee Performance (Y). An optimal Work Environment is very influential to the Employee Performance of a company. This is in line with previous research (Al-Omari and Okasheh, 2017; Chandrasekar, 2011; Sehgal, 2012). IPC is very concerned about the work environment of its employees. The management of the company is aware that a good working atmosphere enhances individual performance. The company provides many facilities that the employees need and also provides training to boost employee spirit, which impacts performance.

The work Discipline variable has a t-count value of 2,124 > t-table of 2,013, while the significant value is 0,039 < 0,05; this shows that Work Discipline (X3) has a positive and significant influence on Employee Performance (Y). Hence, Discipline is very influential to Employee Performance in a company (Chirasha, 2013; Chien, 2004). IPC is very strict in giving control to employees, especially relating to discipline. All human resources must comply with the regulations made and approved by the management and employees. There were few severe sanctions for their employees in the daily operations of IPC, especially for the Human Resources division.

Simultaneously (F test), it can be concluded that the variables of Compensation, Work Environment, Work Discipline have a significant effect on Employee Performance with a calculated f-value of 11,008 > 2,81 and a significant level of 0,000 < 0,05. Based on the coefficient of determination, results from Compensation, Work Environment and Work Discipline on Employee Performance equals to 0.418 or 41.8%. This shows that Compensation, Work Environment and Discipline influences 41,8% of Employee Performance, while the remaining 58,2% of Employee Performance variables are explained by other factors. This means that Compensation, Work Environment and Work Discipline contributes to Employee Performance (Fitriasari et al., 2016; Juliarti et al, 2018; Osibanjo et al., 2014). The IPC company policy provides appropriate compensation, a conducive work environment, as well as control of work discipline which proves to be quite influential on performance. It appears that these three variables are quite decisive. IPC pays close attention to the factors that affect the company's performance, so its implementation is effective and efficient. However, there are still other variables that are quite decisive and not analyzed in this study.

Conclusions

This study concludes that compensation has a positive and significant influence on employee performance. Additionally, work environment and work discipline also have a positive and significant influence on employee performance. Compensation, work environment, and work discipline simultaneously influences employee performance at IPC which has been running in accordance with existing rules. Further research can be conducted on other parts of PT IPC and use different variables to analyze employee performance for more comprehensive results.

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