

Research Article

The Influence of Work Discipline, Motivation, and Compensation on Employee Performance at Perumda Air Minum Tirta Satria Banyumas

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Abstract: Employee performance is a strategic factor in determining the success of an organization, especially in regionally-owned enterprises. Issues such as fluctuating discipline, suboptimal work motivation, and perceptions of unfair compensation are crucial issues that have the potential to reduce employee performance at Perumda Air Minum Tirta Satria Banyumas. This study aims to analyze the influence of work discipline, motivation, and compensation on employee performance, both partially and simultaneously. This study uses a quantitative approach with an associative research design. Data were collected through the distribution of Likert scale questionnaires to 100 respondents who were active employees of the company. Data analysis was performed using multiple linear regression supported by validity and reliability tests, classical assumption tests, t-tests, F-tests, and determination coefficients. The results show that work discipline, motivation, and compensation have a positive and significant effect on employee performance, both partially and simultaneously, with a strong contribution in explaining performance variations. These findings confirm that improvements in employee performance can be achieved through consistent management of work discipline, strengthening.

Keywords: Compensation; Employee Performance; Motivation; Organizational Performance; Work Discipline.

1. Introduction

Employee performance is a crucial element in a company's success. Optimal performance not only helps achieve organizational goals but also creates an efficient and conducive work environment. Companies with high-performing employees are typically more competitive, able to adapt to market dynamics, and improve the quality of their services or products. Therefore, every company needs to continuously monitor and manage employee performance.

Several factors that influence employee performance include work discipline, motivation, and compensation. Work discipline reflects employees' behavior in complying with company-established rules and procedures. Strong discipline enables employees to work regularly, on time, and according to expected standards. Repeated absences, tardiness, or rule violations can undermine productivity and cause instability within the team. Therefore, work discipline plays a crucial role in maintaining the smooth operation of a company (Cahyaningtyas et al., 2024).

In addition to work discipline, motivation is also a crucial element influencing employee performance. Highly motivated employees typically work harder, are more innovative, and are more committed to achieving their goals. Motivation can stem from various aspects, such as recognition for work results, opportunities for development, or harmonious work interactions with coworkers and superiors. When employees feel

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appreciated and given opportunities for development, they are more enthusiastic about making their best contributions to the company (Alfizi et al., 2023).

Compensation can determine employee performance, not just salary but also allowances, bonuses, and other benefits provided as a token of appreciation for their work contributions. Fair and competitive compensation can increase employee satisfaction and loyalty to the company. On the other hand, dissatisfaction with compensation can reduce motivation and enthusiasm for work, which in turn can potentially lead to decreased productivity or increased employee turnover (Sukmawati et al., 2024).

Work discipline, motivation, and compensation are three key elements that are interrelated and influence employee performance. Every company must address these three aspects comprehensively to create a supportive work environment, encourage employee growth, and increase overall productivity. Effective management of these three elements will yield the best results, namely outstanding employee performance and significant contributions to the company's success.

Employee performance at Perumda Air Minum Tirta Satria Banyumas plays a crucial role in determining the company's service standards and operational effectiveness. As an entity operating in the public service sector, optimal employee performance is essential to maintain customer satisfaction and ensure smooth service delivery. To achieve this, various factors influence employee performance, including work discipline, motivation, and compensation. These three factors interplay and directly contribute to employee productivity and work quality at Perumda Air Minum Tirta Satria Banyumas.

Work discipline plays a key role in shaping employee performance at Perumda Air Minum Tirta Satria Banyumas. In this company, work discipline refers to the level of employee compliance with established rules, procedures, and work schedules. Employees with strong discipline tend to be more productive and efficient in carrying out tasks, such as delivering mail and packages on time or responding promptly to customer inquiries. On the other hand, a lack of discipline, such as frequently being late or ignoring procedures, can disrupt operations and reduce the quality of service to consumers (Fanani et al., 2020).

At Perumda Air Minum Tirta Satria Banyumas, motivation plays a crucial role in employee performance, in addition to work discipline. High levels of motivation encourage employees to contribute optimally to their tasks. Employees who feel motivated in this company tend to be more enthusiastic about serving customers and carry out their responsibilities with full dedication. Sources of motivation vary, such as recognition for work achievements, opportunities for career development, or appreciation from leaders. When employees feel valued and have a clear vision for their work, they tend to work harder and more creatively, ultimately increasing their productivity (Sudarso, 2022).

Compensation provided by the company also has a significant impact on employee performance at Perumda Air Minum Tirta Satria Banyumas. Fair compensation commensurate with employee contributions can increase job satisfaction and loyalty. Employees who feel they are fairly rewarded for their efforts tend to be more motivated to improve the quality of their work. Compensation includes not only base salary but also allowances, bonuses, and other benefits that support employee well-being. If the compensation received aligns with employee expectations, they will feel valued and more motivated to improve their daily performance (Wahyuni & Amrullah, 2023).

The relationship between work discipline, motivation, and compensation is closely linked to employee performance at the Tirta Satria Banyumas Regional Drinking Water Company (PDAM). These three elements mutually reinforce and influence each other, creating a productive and supportive work environment. Strong work discipline will increase task efficiency and effectiveness, while strong motivation will encourage employees to be more committed to achieving organizational goals. Fair and adequate compensation provides the rewards necessary to maintain employee morale and loyalty. By managing these three aspects effectively, the Tirta Satria Banyumas Regional Drinking Water Company (PDAM) can ensure that its employees perform optimally, provide the best service to customers, and contribute to the company's overall success (Nurzakiah & Febrian, 2024).

The Tirta Satria Banyumas Regional Drinking Water Company (PDAM) provides clean water to the people of Banyumas Regency. However, a 2023 study revealed serious issues related to employee performance. The findings indicated that work discipline, the

compensation system, and the organizational culture at this company remained weak: compensation was not fair, incentives were not implemented, and the organizational culture was not optimal. These three variables together contribute to employee performance (Pangaestika et al., 2024).

Table 1. Summary of Perumdam TS Banyumas Employee Attendance (2022-2024)

Year	Average Late	Permission	Sick	Leave	without explanation	General Information
2022	121	9	25	8	2	Low discipline, frequent tardiness and illness
2023	104	8	22	9	1-2	Discipline has improved; tardiness and absenteeism have decreased.
2024	114	10	27	11	2-3	Discipline declined again and tardiness and illness increased.

Source: Data Processing Results (2025)

The data was processed from attendance data obtained from the Tirta Satria Banyumas Regional Drinking Water Company (Perumda Air Minum). Employee attendance data for the 2022–2024 period shows that employee discipline and attendance levels continue to fluctuate. The number of lateness cases increased again in 2024, averaging 114 cases per month, accompanied by an increase in leave and sick leave, indicating a decline in work motivation. This situation illustrates an imbalance between work discipline, motivation, and compensation, potentially reducing employee performance and the effectiveness of public services (Andriani et al., 2023).

Based on the data obtained from the research, the decline in employee performance at the Tirta Satria Banyumas Regional Drinking Water Company (Perumda Air Minum Tirta Satria Banyumas) can be seen across various indicators. In terms of quantity, the completion of operational tasks such as bill delivery and pipe repairs has decreased compared to company targets. Meanwhile, in terms of quality, customers frequently complain about slow responses in handling complaints and inaccuracies in water meter readings. High levels of employee tardiness and absenteeism directly impact overall work productivity, ultimately affecting the quality and quantity of services provided to the public (perumdams.com, 2026). This situation indicates that the three main factors work discipline, motivation, and compensation are not functioning optimally, necessitating a comprehensive evaluation of the human resource management system in the regional company.

This phenomenon indicates problems in human resource management, particularly related to the compensation system and organizational fairness. Fluctuating attendance rates and increased employee tardiness indicate that employee motivation and job responsibilities are not yet optimal (Axel et al., 2024). According to research by Andriani et al. (2023), dissatisfaction with the compensation system and management can lead to decreased work motivation and increased intention to leave the job. This suggests that if fairness in compensation is not achieved, employee motivation and overall performance can be affected.

Although numerous previous studies have examined the impact of work discipline, motivation, and compensation on employee performance, most of these studies were conducted in the private sector or business firms. Studies such as those by Fauziah et al. (2020), Sudarso (2022), and Rahmawati & Liswandi (2022) only emphasize the influence of one or two variables in isolation and fail to include real-world situations such as severance pay disputes and management crises that impact performance.

This research makes an innovative contribution by simultaneously evaluating the impact of work discipline, motivation, and compensation on employee performance at Perumda Tirta Satria Banyumas, linking these factors to the current issues of compensation inequity and employee dissatisfaction. Therefore, this study presents a contextual perspective based on real-world issues not addressed in previous studies (Pangaestika et al., 2024).

Issues of dissatisfaction with compensation and poor work discipline can reduce employee performance, directly impacting public services, particularly the provision of clean water in Banyumas. This research is important as a policy basis for improving work discipline, motivation, and a fairer compensation system, with the aim of ensuring optimal employee performance and service to the public (Andriani et al., 2023; Y. Setyawati, 2020).

This research is motivated by the importance of an in-depth analysis of the influence of internal factors on employee performance, particularly in the context of compensation fairness, both distributive and procedural. Previous studies have shown that a fair and transparent compensation system has a significant effect on job satisfaction, which in turn has a positive impact on increasing employee motivation, loyalty, and productivity (Y. Setyawati, 2020). Therefore, this research is expected to contribute to strengthening human resource management policies that are fairer, more transparent, and oriented towards employee welfare in order to optimally improve performance. Based on the above background, the researcher is interested in conducting a study entitled "The Effect of Work Discipline, Motivation, and Compensation on Employee Performance at Perumda Air Minum Tirta Satria Banyumas".

2. Literature Review

Herzberg's Two-Factor Theory

This theory was developed by Frederick Herzberg (1959), who stated that there are two groups of factors influencing job satisfaction: motivators (intrinsic) and hygiene factors (extrinsic). Intrinsic (motivator) factors include achievement, recognition, the work itself, responsibility, advancement, and growth. These factors relate to the content of the job and play a role in increasing motivation and job satisfaction. Meanwhile, extrinsic (hygiene) factors include working conditions, company policies, interpersonal relationships, salary, and job security. These factors do not directly motivate employees, but their presence is important in preventing dissatisfaction. Herzberg emphasized that hygiene factors do not directly increase job satisfaction, but their absence can lead to dissatisfaction, while motivators can increase job satisfaction (Wedadjati, 2022).

Herzberg's two-factor theory is closely related to the variables of work discipline, motivation, and compensation. Compensation, as a hygiene factor, functions to prevent employee dissatisfaction. If compensation is perceived as fair and appropriate, it can reduce dissatisfaction and create a conducive work environment. However, compensation alone is not enough to maximize work motivation. Intrinsic motivators such as recognition, responsibility, and achievement can significantly increase employee motivation and encourage improved discipline (Azwanda et al., 2024). Research by Diah et al. (2023) found that post-pandemic, there was a positive and significant effect of compensation and motivation on employee job satisfaction. A study by Putri et al. (2025) also confirmed that compensation and motivation simultaneously influence employee satisfaction. This reinforces the importance of compensation in avoiding dissatisfaction, while intrinsic motivators foster employee discipline and commitment (Azwanda et al., 2024; Diah et al., 2023; Putri et al., 2025).

Employee Performance

According to Firmansyah et al. (2024), career development, compensation, and motivation are the main factors influencing employee performance. Performance is the process of evaluating and assessing employee performance within an organization. Work results measure how employees respond when performing their duties and are expected to produce high-quality work (Utami et al., 2023). Thus, employee performance is measured by the final results of the work and the task execution process, reflecting responsibility, efficiency, and quality.

According to Tarmizi & Hutasuhut (2021), performance indicators include work quality, work quantity, timeliness, effectiveness, and independence. Work quality reflects the accuracy and standard of work output, work quantity indicates the volume of work, timeliness measures the ability to complete tasks on schedule, effectiveness describes optimal results with efficient resources, and independence indicates the ability to work without direct supervision.

Work Discipline

According to Rachmawati et al. (2025), work discipline is an individual's awareness and willingness to comply with rules and social norms within an organization. Ariesni & Asnur (2021) state that work discipline encompasses not only formal compliance but also attitudes and behaviors that reflect sincerity in carrying out tasks. Afandi & Bahri (2020) emphasized that work discipline is a series of behaviors that reflect the obedience and orderliness of organizational members based on the rules established by the organization's management. High discipline demonstrates personal awareness and responsibility in carrying out tasks without direct supervision (Rajagukguk et al., 2024).

Work discipline directly impacts increased organizational productivity and efficiency and creates a conducive and professional work environment (Alfizi et al., 2023). According to Widiartini & Widhiastini (2025), indicators of work discipline include attendance, compliance with rules, consistency, and responsibility. Attendance indicates punctuality, compliance measures adherence to procedures, consistency refers to continuous behavior, and responsibility reflects awareness in completing work.

Work Motivation

According to Utami et al. (2023), motivation is the force that drives a person to contribute expertise, energy, and time to achieve organizational goals. Work motivation is an inner drive that drives individuals to work optimally and is seen as a crucial factor in determining the quality and quantity of performance. Motivation can take the form of financial incentives, recognition of achievement, or opportunities for self-development, which have a direct impact on work performance.

Motivation drives employees to achieve targets, increases work efficiency, and creates job satisfaction, which results in lower turnover and absenteeism. In the long term, motivation fosters a productive and harmonious work culture. Therefore, organizations need to consider the motivational aspect as a human resource management strategy (Dewi & Sutrisno, 2025). According to Widiartini & Widhiastini (2025), indicators of work motivation include work enthusiasm, target achievement, initiative, and job satisfaction.

Compensation

According to Rahmawati & Liswandi (2022), compensation is a form of reward given by a company to employees as a reward for their contributions. Fair and competitive compensation can increase job satisfaction and positively impact productivity. Umar et al. (2022) state that compensation includes base salary, incentives, allowances, and additional facilities as a form of appreciation for employee contributions.

Compensation plays a strategic role in building harmonious industrial relations, increasing a sense of belonging to the organization, strengthening intrinsic and extrinsic motivation, and serving as a retention tool to prevent turnover (Alfizi et al., 2023). Compensation structured based on the principles of internal and external equity helps create a transparent work system. According to Setiyawan & Lysander (2025), compensation indicators include base salary, allowances, bonuses and incentives, work facilities, and fairness of the compensation system.

3. Research Method

This study uses a quantitative approach with a causal associative research type and is explanatory research to analyze the effect of work discipline, work motivation, and compensation on employee performance. The study was conducted offline at Perumda Air Minum Tirta Satria Banyumas located at Jalan Prof. Dr. Suharso No. 52, Purwokerto Lor, Banyumas Regency, for three months, namely December 2025 to February 2026. The study population was all 224 permanent employees, with a sample of 100 respondents determined using a purposive sampling technique based on certain criteria and Slovin formula calculations. The research instrument was a closed questionnaire with a five-point Likert scale

arranged based on research variable indicators. Data collection techniques were carried out by distributing questionnaires directly to respondents. Data analysis techniques included validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis equipped with t-tests, F-tests, and coefficients of determination (R^2), with the help of SPSS software version 30.

4. Results and Discussion

Respondent Characteristics

Based on processed primary data (2026), of the 100 respondents, 72% were male and 28% were female, making this study predominantly female. Based on age, 59% of respondents were aged 26–35, 37% were aged 36–45, 4% were over 45, and there were no respondents under 25. This indicates that the majority of respondents were of productive age.

Based on their highest educational attainment, 68% of respondents had a high school/vocational high school (SMA/SMK) degree, 5% had a diploma (D3), 24% had a bachelor's degree (S1), and 3% had a master's degree (S2). The majority of respondents had a high school/vocational high school education. Based on length of service, 43% had 1–5 years of service, 54% had 6–10 years of service, and 3% had more than 10 years of service. The majority of respondents had 6–10 years of service.

Research Data Testing and Analysis Results

Validity Test

Table 2. Validity Test Results.

Variable	Item	r count	r table	Information
Work Discipline (X1)	X1.1	0,651	0,1654	Valid
	X1.2	0,784	0,1654	Valid
	X1.3	0,750	0,1654	Valid
	X1.4	0,621	0,1654	Valid
	X1.5	0,614	0,1654	Valid
Motivation (X2)	X2.1	0,752	0,1654	Valid
	X2.2	0,753	0,1654	Valid
	X2.3	0,741	0,1654	Valid
	X2.4	0,617	0,1654	Valid
	X2.5	0,738	0,1654	Valid
Compensation (X3)	X3.1	0,840	0,1654	Valid
	X3.2	0,767	0,1654	Valid
	X3.3	0,767	0,1654	Valid
	X3.4	0,840	0,1654	Valid
	X3.5	0,840	0,1654	Valid
Employee performance (Y)	Y1	0,849	0,1654	Valid
	Y2	0,849	0,1654	Valid
	Y3	0,850	0,1654	Valid
	Y4	0,638	0,1654	Valid
	Y5	0,850	0,1654	Valid

Source: IBM SPSS 30 Data Processing Results (2026)

Based on the validity test results in Table 2, all statement items in the variables Work Discipline (X1), Motivation (X2), Compensation (X3), and Employee Performance (Y) had calculated r values greater than the table r. Thus, all statement items were declared valid and suitable for use as research instruments.

Reliability Test**Table 3.** Reliability Test Results.

Variabel	Cronbach's Alpha	Standard Cronbach's Alpha	Information
Work Dicipline (X1)	0,718	0,60	Reliabel
Motivation (X2)	0,759		Reliabel
Compensation (X3)	0,861		Reliabel
Employee performance (Y)	0,865		Reliabel

Source: IBM SPSS 30 Data Processing Results (2026)

Based on the reliability test results in Table 3, the Cronbach's Alpha value for the Work Dicipline (X1) variable was 0.718, Motivation (X2) was 0.759, Compensation (X3) was 0.861, and Employee Performance (Y) was 0.865. All variables had alpha values above 0.60, thus declaring the research instrument reliable and consistent.

Classical Assumption Test Results**Normality Test****Table 4.** Normality Test Results.

	Unstandardized Residual	Information
Asymp. Sig	0.086	Normal

Source: IBM SPSS 30 Data Processing Results (2026)

From the test results in the table above, the Asymp. Sig. value was obtained as 0.086, which is greater than 0.05. It can be concluded that the distribution of the research data is normally distributed.

Multicollinearity Test**Table 5.** Multicollinearity Test Results.

	Tolerance	VIF	Information
Work Dicipline	0,504	1,983	No multicollinearity
Motivation	0,473	2,112	No multicollinearity
Compensation	0,308	3,250	No multicollinearity

Source: IBM SPSS 30 Data Processing Results (2026)

Based on the table above, the test results indicate that all independent variables have a Tolerance value above 0.10 and a VIF value below 10. Therefore, it can be concluded that the regression model does not exhibit multicollinearity.

Heteroscedasticity Test**Table 6.** Heteroscedasticity Test Results.

	Sig Value	Information
Work Dicipline	0,443	There are no symptoms of heteroscedasticity
Motivation	0,359	There are no symptoms of heteroscedasticity
Compensation	0,910	There are no symptoms of heteroscedasticity

Source: IBM SPSS 30 Data Processing Results (2026)

Based on Table 6, the test results indicate that all independent variables have a significance value greater than 0.05, with a sig. value for the work dicipline variable (X1) of 0.443, a sig. value for the motivation variable (X2) of 0.359, and a sig. value for the compensation variable (X3) of 0.910. Therefore, it can be concluded that the regression model is free from heteroscedasticity.

Multiple Linear Regression Analysis**Table 7.** Multiple Linear Regression Analysis.

	Regression Coefficient	T count
Work Dicipline	-0,024	0,319
Motivation	0.544	7,622
Compensation	0,419	4,742

Source: IBM SPSS 30 Data Processing Results (2026)

Regression Equation (with unstandardized coefficients)

$$Y = a + b1.x1 + b2.x2 + b3.x3$$

$$= 1.636 + -0.024 + 0.544 + 0.419$$

The equation above shows the partial relationship between the dependent variable (Employee Performance) and each independent variable. The interpretation is as follows:

- Constant (a) indicates the Employee Performance value when the Work Discipline, Motivation, and Compensation variables are held constant or zero. This constant value reflects the baseline level of Employee Performance influenced by factors other than the research variables.
- The regression coefficient for Work Discipline (X1) is negative, indicating that Work Discipline is not followed by an increase in Employee Performance. However, based on the partial test results, the effect of work discipline on employee performance is not statistically significant. This indicates that changes in the level of work discipline have not had a significant impact on improving individual employee performance.
- The regression coefficient for Motivation (X2) is positive and significant, indicating that the higher the employee's work motivation, the higher their performance. Motivation is the dominant factor driving employees to work optimally, take initiative, and be oriented toward achieving work targets.
- The regression coefficient for Compensation (X3) is also positive and significant, indicating that an increase in employee compensation will be followed by an increase in employee performance. Fair compensation commensurate with work contribution can increase employee satisfaction and morale, thus directly impacting performance improvement.

Hypothesis Testing**Partial Test (T-Test)**

The t-table value in this study was determined using the following formula:

$$t\text{-table} = t(a/2; n-k-1)$$

$$= t(0.05/2; 100-3-1)$$

$$= t(0.025; 96) = 1.984$$

Therefore, the t-table value in this study is 1.984. Below are the results of the t-test:

Table 8. T-Test Results.

	Unstandardized B	Coefficients Std. Error	T Count	Sig Value
(Constant)	1.636	1.328		
Work Dicipline	- 0,024	0,076	- 0,319	0,751
Motivation	0,544	0,071	7,622	<0,001
Compensation	0,419	0,088	4,742	<0,001

Source: IBM SPSS 30 Data Processing Results (2026)

Based on the t-test results in Table 8 above, it can be seen that:

- Work Discipline
The t-test results indicate that the Work Discipline variable has a significance value greater than 0.05. This indicates that Work Discipline does not significantly influence

PDAM Employee Performance. Therefore, the first hypothesis (H1), which states that work discipline influences employee performance (H1), is rejected.

b. Motivation

Based on the t-test results, the Work Motivation variable has a significance value less than 0.05. This indicates that Work Motivation has a significant effect on PDAM Employee Performance. Therefore, H2 is accepted.

c. Compensation

The t-test results indicate that the Compensation variable has a significance value less than 0.05. This indicates that Compensation has a significant effect on PDAM Employee Performance, therefore, H3 is accepted.

Simultaneous Test (F Test)

To determine the f-value in this study, the following formula was used:

$$\begin{aligned} \text{F-value} &= F(k; n-k) \\ &= F(3; 100 - 3) \\ &= F(3; 97) \\ &= 2.70 \end{aligned}$$

Therefore, the f-value in this study is 2.70. Below are the results of the F-test:

Table 9. F-Test Results.

	F Count	Sig Value
Regression	107,656	0,000

Source: IBM SPSS 30 Data Processing Results (2026)

Based on the F-test results in Table 9, the calculated F-value is 107.656, with a significance level of 0.000. Because the significance level is less than 0.05 and the calculated F-value is greater than the F-value, it can be concluded that Work Discipline, Motivation, and Compensation simultaneously have a significant effect on Employee Performance.

Coefficient of Determination (R²)

Table 10. Results of the Coefficient of Determination Test.

	R Square	Adjusted R Square
Employee performance	0,771	0,764

Source: IBM SPSS 30 Data Processing Results (2026)

Based on the results of the multiple linear regression analysis in Table 10, it is known that the R Square value is 0.771 and the Adjusted R Square is 0.764. This indicates that 77.1% of the variation in changes in Employee Performance can be explained by the variables of Work Discipline, Motivation, and Compensation used in this research model. Meanwhile, the remaining 22.9% is explained by other factors not included in the model. Thus, the regression model used has strong explanatory power in describing the influence of the three independent variables on employee performance.

Discussion

The Effect of Work Discipline on Employee Performance

The t-test results obtained a significance value of 0.751, which is greater than 0.05. Therefore, it can be concluded that the Work Discipline variable does not significantly influence Employee Performance at Perumda Air Minum Tirta Satria Banyumas. Therefore, the hypothesis stating that work discipline influences employee performance is partially disproven. This result indicates that work discipline was not a primary factor significantly influencing employee performance in this study.

This finding is also supported by several previous studies that indicate that work discipline does not always have a significant influence on employee performance. Purba & Indrawan (2023) in their study found that work discipline did not have a significant positive effect on employee performance, suggesting that other factors such as welfare or reward systems may be more dominant in influencing performance in certain contexts. Furthermore, Hendarti's (2024) study at the Rury Hotel also reported that work discipline had no significant partial effect on employee performance, although other variables such as motivation and

training showed a stronger relationship. An international study by N. Setyawati et al. (2023) even found that work discipline negatively impacts employee performance under certain conditions, indicating that overly rigid discipline can potentially reduce productivity if not balanced with motivation and job satisfaction. These findings support research findings indicating that work discipline, in this study, was not a significant determinant of employee performance.

Herzberg's two-factor theory explains that work discipline is a hygiene factor related to company policies, work rules, and supervision. Hygiene factors serve to prevent job dissatisfaction, but they do not always directly improve employee satisfaction or performance. This aligns with the opinion of Alfizi et al. (2019), who stated that work discipline issues do not always have a direct impact on performance unless accompanied by other motivating factors such as motivation and compensation. Therefore, even if work discipline is implemented effectively, its impact on performance improvement can be indirect or influenced by other factors.

Based on the results of the t-test (partial test), the work discipline variable has a significance value of 0.751, which is greater than 0.05. Therefore, it can be concluded that work discipline does not significantly influence the performance of Perumda Air Minum Tirta Satria Banyumas employees. Thus, the hypothesis stating that work discipline influences employee performance is rejected, while the null hypothesis is accepted. These results indicate that the level of employee work discipline has not been a major determining factor in improving employee performance.

Herzberg's two-factor theory explains that compensation is a hygiene factor that serves to prevent job dissatisfaction. Fair compensation commensurate with employee contributions will create a sense of security and basic satisfaction, enabling employees to work more focused and optimally. This aligns with the opinion of Axel et al. (2024), who stated that appropriate compensation will increase work morale and encourage employees to perform better. Despite being a hygiene factor, adequate compensation still plays a crucial role in supporting improved employee performance.

Based on the results of the t-test (partial test), the compensation variable has a significance value less than 0.05, thus concluding that compensation has a positive and significant effect on employee performance at Perumda Air Minum Tirta Satria Banyumas. Therefore, the hypothesis stating that compensation influences employee performance is accepted. These results indicate that appropriate compensation can motivate employees to improve their performance.

Simultaneous Effect on Employee Performance

Based on the results of the simultaneous test (F-test), it was found that work discipline, motivation, and compensation simultaneously have a significant effect on employee performance at Perumda Air Minum Tirta Satria Banyumas. These results indicate that the three independent variables simultaneously explain variations in employee performance. However, the hypothesis testing results indicate that not all proposed hypotheses are accepted, as one hypothesis was rejected based on partial test results.

These results align with previous research listed in the bibliography, which also found differences in results between simultaneous and partial tests. Research by Gulo & Pohan (2024) showed that although work discipline, work motivation, and compensation simultaneously had a significant effect on employee performance, not all variables showed a significant effect partially. Furthermore, research by Permana & Pracoyo (2023) also found that one independent variable did not have a significant effect partially, but collectively, the variables of work discipline, motivation, and compensation still had an influence on employee performance. Similar findings are supported by research by Nurhayati (2024) and Rahmadani et al. (2023), which showed that differences in results between simultaneous and partial tests are common in human resource research.

Theoretically, this situation can be explained by Herzberg's two-factor theory. This theory explains that work motivation is a motivator factor that plays a role in driving employee satisfaction and performance. Meanwhile, work discipline and compensation are hygiene factors that serve to prevent job dissatisfaction. If motivator and hygiene factors are not managed in a balanced manner, one factor may show an insignificant partial effect, even though all factors simultaneously influence employee performance. Therefore, the results of

this study indicate that one hypothesis is rejected, but the simultaneous significance test remains relevant and aligns with Herzberg's Two-Factor Theory.

Coefficient of Determination (R²)

The results of the coefficient of determination test show an R-square value of 0.771, indicating that 77.1% of the variation in changes in Employee Performance can be explained by the variables Work Discipline, Motivation, and Compensation. The remaining 22.9% is influenced by other factors not included in this study, such as the work environment, organizational culture, leadership, and other external factors. Therefore, this model has strong ability to explain the relationship between the independent and dependent variables.

5. Conclusions

Based on the research and discussion conducted regarding the influence of work discipline, work motivation, and compensation on employee performance at Perumda Air Minum Tirta Satria Banyumas, it can be concluded that work discipline does not significantly influence employee performance. This indicates that the level of work discipline implemented has not yet made a significant partial contribution to improving employee performance.

Furthermore, work motivation has also been shown to have a positive and significant effect on employee performance. Employees with high work motivation tend to demonstrate greater enthusiasm, responsibility, and commitment in carrying out their duties. Compensation also has a positive and significant effect on employee performance, indicating that providing fair and appropriate compensation can encourage employees to perform optimally.

Simultaneously, work discipline, work motivation, and compensation significantly influence employee performance. Although work discipline does not have a significant partial effect, collectively, these three variables still influence employee performance. Therefore, improving employee performance at Perumda Air Minum Tirta Satria Banyumas needs to be supported by integrated human resource management, particularly through increased work motivation and appropriate compensation.

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