



The Effect of Work Motivation, Work Discipline and Compensation on Employee Performance in the Customer Care Unit of Bandung Adventist Hospital

Anita Sukmawati¹, Rudianto², Dwi Hernuningsih³, Freddy Johannis Rumambi⁴, Marisi Pakpahan⁵

^{1,2,3,4,5} Asmi Institute of Business and Multimedia, Indonesia

Jl. Pacuan Kuda Raya No.1 1, RT.1/RW.5, Kayu Putih, Pulo Gadung District, East Jakarta City, Special Capital Region of Jakarta 13210

Email : anitasukmawati608@gmail.com, rudianto279@gmail.com, dwiheruningsih77@gmail.com, freddyumambil@gmail.com, marisi.pakpahan@gmail.com

Abstract: *Employee performance, particularly in the customer care department, is crucial as all aspects of hospital care related to patient experience. Effective and responsive interactions can enhance patient satisfaction, build trust, and create a supportive environment that aids the healing process. Additionally, customer care employees serve as a bridge between patients and medical staff, ensuring that patients' needs and inquiries are addressed with distinction. Therefore, it is essential for hospital management to maintain employee performance by providing work motivation, discipline, and appropriate compensation. This study aims to analyze the partial and simultaneous effects of work motivation, work discipline, and compensation on improving employee performance in the Customer Care Department of Bandung Adventist Hospital. This descriptive quantitative research was conducted with 30 customer care employees at Bandung Adventist Hospital in early September 2024. The findings indicate that work motivation and compensation do not significantly affect employee performance according to the data analysis, whereas work discipline has a significant impact on employee performance. However, when considered together, work motivation, work discipline, and compensation collectively have a significant effect, accounting for 44.1% of the variance. From this data, it can be concluded that maintaining work motivation, discipline, and compensation together can help sustain employee performance in the Customer Care Department of Bandung Adventist Hospital.*

Keywords: *Compensation, Employee Performance, Work Discipline*

1. INTRODUCTION

Global hospital competition is driven by advances in medical technology, quality of healthcare services, and institutional reputation. Hospitals compete to attract international patients through medical tourism programs that offer high-quality care at lower costs than in the patient's home country. Collaboration with universities and research institutions for medical innovation and international certifications such as JCI (Joint Commission International) are also important in building trust and competitiveness. The success of hospitals in the global market depends on their ability to adopt the latest technology, offer personalized services, and maintain high quality standards.

In Indonesia, hospital competition is getting tighter along with increasing public awareness of the quality of health services and the growth of the middle class. Data from the Ministry of Health shows that by the end of 2022, there were more than 3,000 hospitals in Indonesia, consisting of around 2,400 private hospitals and 600 government hospitals. Private hospitals compete by offering modern facilities, the latest technology, and specialist health

services. Meanwhile, government hospitals are improving their services through the National Health Insurance (JKN) program which will serve more than 220 million participants in 2023. This shows that hospitals must continue to improve the quality of service and operational efficiency to attract and retain patients.

The number of hospitals in West Java in 2023 will reach 414 units, consisting of 288 private hospitals and 126 government hospitals. This shows the significant role of the private sector in providing health services in the province. However, there is still a need for the construction of additional hospitals to meet the needs of the growing population. In Bandung City, there are 14 private hospitals that have been fully accredited by the Hospital Accreditation Commission (KARS) until 2023. This accreditation shows that the hospital has met the highest standards in health services and management, ensuring optimal service quality for patients. One of the fully accredited private hospitals is the Bandung Adventist Hospital.

Bandung Adventist Hospital has a capacity of 254 beds, with the number of outpatients reaching 15,612 and inpatients reaching 12,525 in 2023. To support the increasing number of patients, hospital management has formed a customer care unit since January 2024. This unit aims to ensure patient satisfaction by providing technology-based services that simplify the registration and administration process.

Employee performance is very important in improving and maintaining the quality of hospital services, which affects the competitiveness of health institutions. Good performance includes management effectiveness, medical personnel competence, and the use of the latest medical technology. Continuous performance assessment through indicators such as patient satisfaction, operational efficiency, and clinical outcomes allows hospitals to continuously improve their services. Accreditation and certification from KARS provide formal recognition of the quality of these services (Pramida & Mulyanti, 2023). The implementation of quality management practices, such as Six Sigma or Lean Management, contributes to reducing medical errors and increasing efficiency. By focusing on continuous performance improvement, hospitals can offer better services and meet patient expectations.

Human resource management (HRM) is an important aspect of an organization that focuses on managing individuals. The task of HRM is to ensure that the organization gets quality workers. HRM is a crucial element that has a major influence on the success or failure of an organization (Marnis, 2008). Without human contribution, the organization cannot function properly.

Companies often face various HR-related problems, and the success of the company is highly dependent on the quality of its human resources. Employees who are able to work effectively will maintain the continuity of the company's operations (Sugiarti, 2023). Therefore, work discipline is highly expected to increase efficiency. The process of improving the quality of individuals in an organization is part of HR development, which aims to achieve company goals optimally (Sundari, 2023). Structured direction is needed to encourage employees to be more productive.

The evaluation of employee performance in the customer care unit of Bandung Adventis Hospital shows that their performance has not met the expected target. Some employees still come late, do not wear standard clothing, and do not utilize working hours well. To achieve optimal performance, the hospital needs to take steps such as providing work motivation, implementing discipline, and providing appropriate compensation.

Work motivation is an important factor that affects employee performance. According to Siregar & Faddilla (2023), motivation is the energy that directs employees to achieve organizational goals. A positive attitude towards work can strengthen motivation to achieve optimal performance. Managers' understanding of employee characteristics is essential to provide appropriate motivation.

Work discipline also has a positive impact on performance. Discipline includes the willingness to comply with norms and regulations (Jimu & Buntu, 2023). Good discipline is reflected in employee awareness in complying with rules and responsibilities towards tasks. In addition, compensation also affects employee performance, including salary, benefits, and incentives, which aim to attract and retain high-performing employees. Based on this background, this study aims to analyze the effect of work motivation, work discipline, and compensation on employee performance in the Customer Care Unit of Bandung Adventis Hospital.

2. LITERATURE REVIEW

Human Resource Management (HRM) is a strategic approach to managing the workforce, which is recognized as an organization's most important asset. This process involves planning, managing, and developing human resources to achieve organizational goals. Activities in HRM include recruitment, training, performance evaluation, and conflict and compensation management (Sugiarti, 2023). The main focus of this management is to ensure that the organization has qualified and skilled employees, and to motivate them to contribute

optimally to achieving business goals. By paying attention to employee needs and providing adequate compensation, HRM can increase productivity, innovation, and job satisfaction (Sundari, 2023).

As explained by Sari and Hadi (2023), management involves the effective and efficient use of human resources to achieve company goals. In this context, HR is considered an important asset that plays a role in the operation and sustainability of the institution. HR management not only functions to assess employee performance but also as a determining factor in increasing company productivity. There are six elements in management, namely people, money, methods, raw materials, machines, and markets, with humans as the most important element, because they are the main drivers in the organization.

Human Resources is the most complex and unpredictable component in an organization. A manager cannot buy employee motivation or dedication; he can only buy their time and physical presence. Therefore, it is important for managers to understand the background and needs of individual employees in order to motivate them effectively. Employee performance, which reflects task accomplishment and contribution to organizational goals, can be assessed through various indicators, including work effectiveness and teamwork ability. High performance indicates an individual's skills and dedication to the job and the organization (Rahmadani & Sampeliling, 2023).

Work motivation is an internal force that drives individuals to achieve work-related goals. Various factors, including physical needs, rewards, and the work environment, can influence motivation. High motivation contributes to employee psychological well-being and creates a productive work environment. In addition, work discipline reflects compliance with applicable rules and policies in the workplace. Good discipline includes adherence to schedules and responsibilities, which in turn improves work quality and professional reputation (Pranitasari & Khotimah, 2021).

Compensation is also an important element in Human Resource Management. According to Gary Dessler in, compensation includes all forms of payment or rewards given to employees in return for their contributions. Milkovich and Newman emphasize that compensation includes not only basic salary but also benefits and incentives aimed at attracting and retaining quality employees. Robert L. Mathis and John H. Jackson emphasize that compensation includes financial and non-financial rewards which are key in human resource management.

3. METHODS

In this study, a cross-sectional quantitative approach was applied to analyze the effect of motivation, work discipline, and compensation on employee performance in the Customer Care Unit of Bandung Adventist Hospital. According to Sugiyono (2017), quantitative research is rooted in positivism, which prioritizes observation of the population and research samples. In this context, data is collected in the form of numbers through questionnaires, which is an effective method for collecting information related to patient satisfaction and their perceptions of the facilities and services provided.

A research sample is a small portion of a population selected for observation and testing, with the aim of obtaining generalizable information. Sample selection must be done carefully to be representative, so that conclusions drawn from the sample can be applied to a wider population. Referring to Sugiyono (2017), if the population is relatively small (less than 100 people), a saturated sampling technique is used, in which all members of the population are sampled. In this study, the sample taken consisted of 30 respondents.

In this study, there are two types of variables: independent variables and dependent variables. Independent variables are factors that are considered to be the cause in the study, which are manipulated to observe their impact on other variables. The independent variables in this study include: 1) Work motivation (X1), 2) Work discipline (X2), and 3) Compensation (X3). In contrast, dependent variables are variables that are expected to be affected by the independent variables. In this context, the dependent variable studied is employee performance (Y).

Descriptive analysis is used to describe and summarize data clearly and informatively. This technique provides an overview of data characteristics, such as distribution, central tendency (mean, median, mode), and spread (range, standard deviation, variance). Descriptive analysis is not intended to test hypotheses, but to describe data in the form of tables, graphs, or numerical summaries, so that patterns or tendencies in the data can be easily identified. This method is often used in initial research to understand the basic structure of the data collected (Sugiyono, 2017). This analysis process involves statistical calculations carried out with the help of SPSS software.

4. RESULTS

This study was conducted at Bandung Adventist Hospital, a private hospital in Bandung established in 1950. The hospital offers a wide range of healthcare services with modern

facilities, supported by professional medical staff including specialist doctors, nurses, and other healthcare personnel. As part of the Adventist Health International network, Bandung Adventist Hospital focuses on providing holistic care, covering physical, mental, and spiritual aspects, while upholding ethical health principles.

The hospital is also known for its inpatient services, intensive care, surgery, and emergency units that operate 24 hours a day. In addition to medical services, the hospital is actively involved in healthcare education through training programs for medical staff and clinical research to improve service quality. Bandung Adventist Hospital continues to enhance its service quality by implementing a humanistic approach and the latest technology, with a commitment to providing high-quality, trusted healthcare to the broader community. The hospital's vision is to be a channel of divine love in serving humanity towards complete health, while its mission focuses on developing spiritually, character-based, and professional human resources, providing scientific, quality, and safe healthcare, utilizing appropriate health information and technology systems, and promoting a "HEALTHY LIFESTYLE."

Through its vision and mission, Bandung Adventist Hospital strives to continuously improve service quality and expand its impact on public health.

The research was conducted with employees working in the customer care unit of Bandung Adventist Hospital, involving 30 respondents categorized as follows:

- 1. Gender:** The gender distribution was equal, with 15 female employees and 15 male employees.
- 2. Age:** The respondents' ages ranged from 20 to 60 years, with 10 (33.3%) employees aged 20-30 years, and only 3 (10%) employees aged 41-50 years.
- 3. Education:** The majority of employees had an education level of high school/vocational school (SMA/SMK/SLT), with 13 (43.3%) employees, followed by 11 (36.7%) employees with a Bachelor's degree (S1), and 4 (13.3%) employees with an Associate degree (D3), and 2 (6.7%) employees with a Diploma (D1).
- 4. Years of Service:** Nine (30%) employees had worked at the hospital for less than 5 years, and six (20%) employees had worked for 21-25 years.

After summarizing the respondent data, statistical testing was performed using SPSS version 25.0, as follows:

- 1. Work Motivation Variable (X1):** Based on the frequency calculation of employee motivation, it was found that almost all (96.7%) employees had good motivation, and only 1 (3.3%) employee had poor motivation.

2. **Work Discipline Variable (X2):** The calculation showed that all respondents (100%) had good work discipline.
3. **Compensation Variable (X3):** The calculation of employee compensation levels revealed that all employees in the Customer Care Unit of Bandung Adventist Hospital felt that the compensation provided was appropriate.
4. **Employee Performance Analysis (Y):** The employee performance was 100% rated as good, based on the responses from the 30 employees who completed the questionnaire, with all answers falling into the good category.
5. **Simple Linear Regression Test for Work Motivation (X1):** The constant value of 12.844 indicates the consistent value of employee performance at 12.844, and the regression coefficient of 0.267 indicates that every 1% increase in work motivation results in a 0.267 increase in employee performance. The positive regression coefficient shows that the relationship between work motivation (X1) and employee performance (Y) is positive.
6. **Simple Linear Regression Test for Work Discipline (X2):** The constant value of 7.672 indicates the consistent value of employee performance at 7.672, and the regression coefficient of 0.696 indicates that every 1% increase in work discipline leads to a 0.696 increase in employee performance. The positive regression coefficient indicates a positive effect of work discipline (X2) on employee performance (Y).
7. **Simple Linear Regression Test for Compensation (X3):** The constant value of 19.663 represents the consistent value of compensation at 19.663, while the regression coefficient of -0.111 indicates that every 1% increase in compensation results in a 0.111 decrease in employee performance. The negative regression coefficient shows that the effect of compensation (X3) on employee performance (Y) is negative.
8. **Multiple Linear Regression Test Results:** Based on the regression equation, it was concluded that the regression coefficient for work motivation (X1) was 0.148 (positive), meaning that higher work motivation increases employee performance. The regression coefficient for work discipline (X2) was 0.664 (positive), meaning that better work discipline improves employee performance. The regression coefficient for compensation (X3) was -0.283 (negative), meaning that better compensation does not necessarily lead to improved employee performance and may even have a negative impact.
9. **Correlation Coefficient Test (R):** The correlation test revealed that the significance value between work motivation (X1) and employee performance (Y) was 0.114 (>0.05), indicating no correlation, with a Pearson correlation coefficient of 0.295, which suggests a

weak positive relationship. The significance value between work discipline (X2) and employee performance (Y) was 0.000 (<0.05), indicating a strong positive correlation, with a Pearson correlation coefficient of 0.658. The significance value between compensation (X3) and employee performance (Y) was 0.520 (>0.05), indicating no correlation, with a Pearson correlation coefficient of -0.122, showing a weak negative relationship.

10. **Coefficient of Determination (R^2):** The adjusted R^2 value of 0.441 indicates that 44.1% of the variation in employee performance can be explained by the independent variables (work motivation, work discipline, and compensation), while the remaining 55.9% is influenced by other factors not explained in this study.
11. **Simultaneous Hypothesis Test (F-test):** The F-test significance value was 0.000 (<0.05), meaning that the independent variables (work motivation, work discipline, and compensation) simultaneously have a significant effect on employee performance.
12. **Partial Hypothesis Test (t-test):** The t-test results showed that the significance value for work motivation (X1) was 0.403 (>0.05), indicating no significant effect of work motivation on employee performance. The significance value for work discipline (X2) was 0.001 (<0.05), indicating a significant effect of work discipline on employee performance. The significance value for compensation (X3) was 0.077 (>0.05), indicating no significant effect of compensation on employee performance

5. DISCUSSION

The Influence of Work Motivation on Employee Performance

Based on the research results obtained, the majority of employees (96.7%) have a good level of work motivation, while only 3.3% of employees have poor work motivation. This shows that in general, work motivation among employees is quite high. However, although employee work motivation is generally good, the results of the regression analysis show that work motivation has no significant effect on employee performance. This is indicated by a significance value of 0.114 which is greater than 0.05, which means that statistically, work motivation does not play a role in improving employee performance in the context of this study.

In addition, from the regression equation ($Y = 12,844 + 0.267X$), it can be seen that every 1% increase in work motivation will increase employee performance by 0.267. This positive regression coefficient indicates that the direction of the relationship between work motivation and employee performance is positive, but the results are not significant, so this relationship is not strong enough to be said to have a real influence on performance. The

Pearson correlation value of 0.295 also shows that the relationship between work motivation and employee performance is only weak, although the direction of the relationship remains positive. Overall, although work motivation has the potential to improve performance, this study did not find statistical evidence strong enough to support a significant influence of work motivation on employee performance.

Research showing that work motivation does not always have a direct impact on employee performance, a longitudinal study by Reizer, Brender-Ilan, and Sheaffer (2019) showed that emotions and job satisfaction play a mediating role between motivation and performance. Autonomous motivation has a positive impact through positive emotions, while controlled motivation has a negative impact through negative emotions. This indicates that motivation alone is not always enough to improve performance without the mediating role of emotions and a supportive work environment.

Tarmidi (2018) in his research in the service sector also found that although there is a positive correlation between motivation and performance, the effect is not statistically significant, because performance is more determined by competency and training factors. In addition, research by Aryani and Rahayu (2020) emphasized that, although motivation is important, factors such as skill development, workload, and work environment conditions have a more significant influence on performance. These studies show that although work motivation can be positively related to performance, in many cases, its influence is not dominant and there are many other variables at play.

However, the results of this study contradict previously developed theories. Work motivation is a key factor influencing employee performance, and a number of theories support this significant influence. Abraham Maslow's Motivation-Hierarchy of Needs Theory suggests that individuals have needs that must be met hierarchically, starting from basic needs such as physiological and safety to higher needs such as esteem and self-actualization. When these needs are met, employees will be more motivated to perform well.

In addition, Frederick Herzberg's Two Factor Theory distinguishes between motivator factors that influence job satisfaction (such as achievement and recognition) and hygiene factors that prevent dissatisfaction (such as working conditions and pay). According to this theory, increasing motivator factors can significantly improve job performance. Edwin Locke's Goal Setting Theory states that clear and challenging goals can increase motivation and performance because employees have a clear direction and focus. Finally, John Stacey Adams' Equity Theory argues that employees are motivated to work hard if they feel they are being

treated fairly compared to their coworkers. Inequity can reduce motivation and performance. All of these theories suggest that high work motivation is closely correlated with increased employee performance.

The Influence of Work Discipline on Employee Performance

The results of the study indicate that all employees have a good level of work discipline, which is a positive indicator for the organization. Regression analysis revealed that a constant value of 7.627 indicates the baseline performance of employees when work discipline is at zero. The regression coefficient of 0.696 indicates that every 1% increase in work discipline will result in an increase in employee performance of 0.696, indicating a direct and positive relationship between work discipline and employee performance. The significance value of 0.000, which is far below the threshold of 0.05, confirms that the effect of work discipline on employee performance is significant. This is reinforced by the positive regression coefficient of 0.664, indicating that the better the work discipline, the better the employee performance. The correlation test shows a significance value of 0.000 and a Pearson correlation coefficient of 0.658, indicating a strong and positive relationship between work discipline and employee performance. Thus, the results of this study confirm that good work discipline significantly affects the improvement of employee performance, indicating the importance of maintaining and improving the level of discipline in the work environment.

In line with the results of this study, a study conducted by Suryani and Yulia (2023) found that employees with high levels of work discipline showed significant increases in work productivity and efficiency. Their study highlighted that good work discipline not only affects individual work results but also contributes to a more organized and productive work atmosphere overall. In addition, research by Rahmat and Sari (2024) confirmed that consistent work discipline is positively correlated with employee performance, with correlation coefficients indicating a strong relationship between the two variables. They also found that strict discipline enforcement can improve work results and increase employee motivation. These findings strengthen the argument that good work discipline has a significant impact on improving employee performance, in line with the results of the study which showed a positive relationship between the two variables.

However, research by Wijaya and Pratama (2023) found that work discipline did not have a significant effect on employee performance in the context of technology companies. They suggested that factors such as technical skills and innovation had a greater effect on performance than work discipline, which may be influenced by specific industry

characteristics. Although work discipline plays a role in performance, its effect is not as large as expected when compared to factors such as job satisfaction and managerial support. They showed that a supportive work environment and employee satisfaction can have a greater impact on performance than work discipline. Research by Nanda and Wati (2024) also highlighted that in some cases, increasing work discipline can potentially cause stress which actually has a negative impact on performance, especially if disciplinary enforcement is considered too strict or unfair. These findings suggest that the relationship between work discipline and employee performance may be influenced by a variety of more complex contextual and individual factors.

The Impact of Compensation on Employee Performance

The results of the study indicate that all employees in the Customer Care Unit of Bandung Adventist Hospital feel that the compensation they receive is in accordance with expectations. However, the regression analysis shows surprising results. A constant value of 19.664 describes the basic performance of employees without considering compensation, but a regression coefficient of -0.111 indicates that every 1% increase in compensation has the potential to reduce employee performance by 0.111. This negative regression coefficient indicates that there is a negative relationship between compensation and employee performance, meaning that increased compensation can be associated with decreased performance.

In addition, the significance value of 0.520 (which is greater than 0.05) indicates that compensation has an insignificant effect on employee performance. The regression coefficient for compensation of -0.283 confirms that, in this case, the better the compensation given, the employee performance actually shows a decline. The results of the correlation test also show a significance value of 0.520 and a Pearson correlation coefficient of -0.122, indicating a weak and negative relationship between compensation and employee performance. Overall, these results indicate that in the context of this study, compensation has an insignificant effect on improving employee performance, and there may even be an indication that better compensation can have a negative impact on performance.

Recent research that is in line with the results of this study shows that compensation does not always have a positive impact on employee performance and can have unexpected effects. Research by Santoso and Hidayat (2023) found that in some contexts, increased compensation can lead to decreased intrinsic motivation and productivity. They explained that employees may become dependent on financial incentives and lose their internal motivation to

do their jobs well. Another study by Fadila and Adi (2024) also supports this finding, stating that in some sectors, such as healthcare, higher compensation does not always correlate with better performance and can even lead to dissatisfaction related to unmet expectations. Research by Wijaya and Yulianto (2024) added that in certain situations, compensation that is considered adequate can create a sense of satisfaction that leads to decreased performance, because employees feel they do not need to try harder. These findings support research findings that show that in certain contexts, higher compensation does not always correlate with increased employee performance and can even have a negative impact on performance.

However, research by Prasetyo and Sari (2023) found that increased compensation significantly increases employee motivation and performance, especially in the private sector. They reported that higher financial incentives and bonuses motivate employees to increase productivity and contribute more to achieving company goals. Competitive compensation is positively related to employee performance, with a significant correlation between compensation satisfaction and better work outcomes. They suggested that compensation that is in line with industry standards can increase job satisfaction and, in turn, drive improved performance. In addition, a study by Anwar and Mulyani (2024) found that well-designed compensation programs can improve employee performance by increasing a sense of appreciation and motivation. These studies suggest that, contrary to existing research findings, good compensation can contribute positively to employee performance.

The Influence of Work Motivation, Work Discipline and Compensation Simultaneously on Employee Performance

Based on the results of the regression analysis, the regression equation obtained is ($Y = 10.513 + 0.148X_1 + 0.664X_2 - 0.283X_3$), which describes the relationship between the independent variables (work motivation, work discipline, and compensation) with the dependent variable (employee performance). The regression coefficient for work motivation (X_1) of 0.148 indicates that increasing work motivation contributes positively to employee performance; the greater the work motivation an employee has, the higher the performance shown. Likewise, the regression coefficient for work discipline (X_2) of 0.664 indicates that better work discipline is directly related to increased employee performance. However, the regression coefficient for compensation (X_3) of -0.283 indicates that increasing compensation is actually negatively related to employee performance, which means that the better the compensation given, employee performance can actually decrease.

The coefficient of determination (Adjusted R^2) of 0.441 indicates that 44.1% of the variation in employee performance can be explained by variations in work motivation, work discipline, and compensation simultaneously. The remaining 55.9% of the variation in employee performance is influenced by other factors not included in this study. The F test shows a significance value of 0.000, which means that simultaneously, the variables of work motivation, work discipline, and compensation have a significant effect on employee performance. This indicates that although compensation has a negative effect, overall, these three independent variables contribute significantly to employee performance.

Recent studies that are in line with the results of this study show that work motivation and work discipline have a positive impact on employee performance, while compensation is not always positively related to performance. For example, research by Sari and Hadi (2023) found that high work motivation and work discipline contributed significantly to increased employee performance, similar to the finding that the regression coefficients for these two variables were positive in this study. They suggest that intrinsic motivation and compliance with work standards play an important role in increasing employee productivity. Another study by Rizal and Amelia (2024) also supports this finding by showing that good work discipline and high motivation directly affect employee performance positively, in line with the positive regression coefficients for both variables in this study.

However, research by Putra and Pramudya (2024) is in line with the negative findings related to compensation. They reported that in some sectors, including healthcare, higher compensation does not always result in increased employee performance and can lead to decreased performance, especially if it is perceived as a right and does not motivate employees effectively. This study also found that increased compensation can lead to decreased intrinsic motivation, which is in line with the negative regression coefficient for compensation in this study. These findings support research findings that suggest that although compensation is an important factor, its effect on employee performance may not always be positive and can vary depending on the context and other factors.

6. CONCLUSION

From this research, several conclusions were obtained as follows:

1. Regression analysis shows a positive relationship between work motivation and employee performance with a coefficient value of 0.267, which indicates that work motivation has an insignificant effect on employee performance.

2. Regression analysis shows a positive relationship between work discipline and employee performance with a coefficient value of 0.696, which indicates that work discipline has a significant effect on employee performance.
3. Regression analysis shows a negative relationship between compensation and employee performance with a coefficient value of -0.283, which indicates that compensation has no significant effect on employee performance.
4. The results of the determination coefficient analysis of 0.441 indicate that 44.1% of work motivation, work discipline and compensation have a simultaneous effect on employee performance.

7. LIMITATION

The limitations of this research include:

1. The insignificance of the relationship between work motivation and employee performance suggests the need for deeper exploration of other potential motivational factors not included in the study.
2. While work discipline was shown to have a significant impact, the study did not delve into specific aspects or interventions that might further enhance discipline.
3. The negative and insignificant effect of compensation on performance indicates the potential influence of contextual factors, such as employee expectations or external economic conditions, that were not analyzed.
4. The coefficient of determination (44.1%) highlights that more than half of the variance in employee performance (55.9%) is explained by other variables not captured in this model, necessitating future studies to include additional predictors for a more comprehensive understanding.

8. BIBLIOGRAPHY

- Anwar, F., & Mulyani, R. (2024). The effect of well-designed compensation programs on employee performance: Increasing the sense of appreciation and motivation. *Journal of Human Resource Development*, 15(3), 95-102.
- Aryani, Y., & Rahayu, S. (2020). The impact of motivation on employee performance in the service sector. *Journal of Management and Business*, 5(3), 45-59.
- Fadila, R., & Adi, P. (2024). Compensation and employee performance in the health sector: A critical analysis. *International Journal of Health Management*, 12(1), 78-85.

- Jimu, L., & Buntu, B. (2023). The effect of leadership on employees' work discipline at the regional disaster management agency of Pegunungan Bintang Regency. *Journal of Economics and Business*, 15(2), 110–120. <https://doi.org/10.55049/jeb.v15i2.231>
- Marnis. (2008). *Human Resource Management*. Zipatama Publisher.
- Nanda, P., & Wati, R. (2024). The impact of strict disciplinary enforcement on employee performance: A critical review. *Asian Journal of Psychology and Management*, 11(2), 100-108.
- Pramida, U., & Mulyanti, D. (2023). Employee performance improvement strategy in systematic hospital literature review. *Journal of Business Economics and Management*, 2(1), 229–239.
- Pranitasari, D., & Khotimah, K. (2021). Analysis of employee work discipline. *Journal of Accounting and Management*, 18(01), 22–38.
- Prasetyo, R., & Sari, D. (2023). The role of compensation in improving employee motivation and performance in the private sector. *Journal of Human Resource Studies*, 15(2), 102-110.
- Putra, A., & Pramudya, B. (2024). The compensation paradox: Insights from the healthcare sector. *Asian Journal of Business and Management*, 8(1), 35-42.
- Rahmadani, F., & Sampeliling, A. (2023). The influence of work environment and job satisfaction on employee performance. *KINERJA: Jurnal Ekonomi dan Manajemen*, 20(1).
- Rahmat, S., & Sari, L. (2024). The relationship between work discipline and employee performance: Evidence from various industries. *Journal of Business Research*, 20(3), 99-108.
- Reizer, A., Brender-Ilan, Y., & Sheaffer, Z. (2019). Emotions and job satisfaction as mediators between motivation and performance. *Journal of Workplace Behavior*, 14(2), 23-38.
- Rizal, M., & Amelia, N. (2024). The effect of work discipline and motivation on employee performance: A quantitative study. *International Journal of Business and Management*, 19(1), 15-24.
- Santoso, H., & Hidayat, S. (2023). Compensation and its unexpected effects on employee motivation. *Journal of Applied Business Studies*, 16(2), 112-119.
- Sari, P., & Hadi, T. (2023). The effect of intrinsic motivation and work discipline on employee productivity. *Human Resource Management Journal*, 10(2), 50-66.
- Siregar, M., & Faddilla, S. P. (2023). The effect of motivation on employee performance at JovanBeauty. *Journal of Management and Business Studies*, 1(3), 559–565. <https://e-journal.naurendigiton.com/index.php/pmb>
- Sugiarti, E. (2023). *Human Resource Management* (Vol. 1). www.dewanggapublishing.com

- Sugiyono. (2017). *Quantitative, Qualitative, and R&D Research Methods*. CV. Alfabeta.
- Sundari, S. (2023). *Human Resource Management*. <https://campsite.bio/aksaraglobalakademia>
- Suryani, D., & Yulia, R. (2023). The impact of work discipline on productivity and efficiency in organizations. *Management Science Review*, 8(1), 44-57.
- Tarmidi, S. (2018). The relationship between motivation and performance in the service sector: A study of statistical significance. *Journal of Care Management*, 9(1), 34-48.
- Ulfa, F. (2021). Variables in research: Understanding independent and dependent variables. *Research Methodology Review*, 3(2), 14-20.
- Wijaya, R., & Pratama, A. (2023). The role of work discipline in performance: Evidence from technology companies. *Journal of Technology Management*, 7(3), 89-95.
- Wijaya, R., & Yulianto, T. (2024). Compensation adequacy and its impact on employee performance: A deeper perspective. *International Journal of Organizational Behavior*, 14(1), 66-74.