



## The Influence Of Work Discipline, Work Environment Loyalty And Compensation On The Performance Of Village Apparatus In Semidang Alas Maras District

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**Abstract.** The aim of this research is to determine the influence of work discipline, work environment loyalty and compensation on the performance of village officials in Semidang Alas Maras District. The type of research used is quantitative. The data analysis methods used are multiple linear regression, determination tests, and hypothesis tests. From the calculations, the results obtained by the multiple linear regression equation are:  $Y=6.366+0.494X_1+0.131X_2+0,312X_3+0,482X_4+2.733$ . Because the direction of the regression is positive, it can be interpreted that work discipline has a significant effect on performance. This can be proven by showing a significant value of  $0.000 < 0.05$  because the significant value is smaller than 0.05, so  $H_a$  is accepted and  $H_o$  is rejected. Loyalty also has a significant effect on performance, this is proven by showing a significant value of  $0.000 < 0.05$  because the significant value is smaller than 0.05, so  $H_a$  is accepted and  $H_o$  is rejected. The work environment has a significant effect on performance, this is proven by showing a significant value of  $0.000 < 0.05$  because the significant value is smaller than 0.05, so  $H_a$  is accepted and  $H_o$  is rejected. Compensation has a significant effect on performance, this can be proven by showing a significant value of  $0.000 < 0.05$  because the significant value is smaller than 0.05, then  $H_a$  is accepted and  $H_o$  is rejected. From the Anova table, a value (Sig) of 0.000 is obtained. The significant value is  $0.000 < 0.05$ , which means that if the significant probability value is  $< 5\%$  (0.05) then all independent variables, Work Discipline ( $X_1$ ), Loyalty ( $X_2$ ), Work Environment ( $X_3$ ), Compensation ( $X_4$ ) have an effect significant to the related variable, Performance Satisfaction ( $Y$ ) of Village Officials in Semidang Alas Maras District.

**Keywords:** *Work Discipline, Loyalty, Work Environment and Compensation.*

### INTRODUCTION

A village is a legal community unit that has territorial boundaries that has the authority to regulate and manage government affairs, the interests of local communities based on community initiatives, origin rights, and/or traditional rights that are recognized and respected in the Government system of the Unitary State of the Republic of Indonesia. The village government administrator is the village head who is assisted by village officials, where the village head is a village government official who has the authority, duties and obligations to organize his village household and carry out tasks from the Government and Regional Government, while the village officials are staff elements who assist the village head in policy preparation and coordination which are accommodated in the village secretariat, and supporting elements of the village head's duties in implementing policies which are accommodated in the form of technical implementation and regional elements which have been regulated based on Law Number 6 of 2014.

The Village Government, which in this case is led by the Village Head and assisted by village officials, has a role in administering village government. The village government is expected to provide good services to the community. It is hoped that maximum performance from village officials can be realized, so that the goals of government administration can be achieved. From the problem above, to achieve maximum performance from village officials, of course there are several factors that influence this so that village officials can achieve maximum performance. As government implementers at the sub-district level, sub-district employees are needed who have high dedication in the areas of work discipline, loyalty, work environment, compensation, and employee performance in the sub-district office.

Based on observations made by each village official in Semidang Alas Maras District, there is still a lack of work discipline among village officials, because village officials are still seen sitting in stalls during working hours, not coming to work on time according to the regulations at the village office, not wearing clothes. uniform during working hours, leaving the office during working hours for personal matters, village officials still often chat during working hours and do not carry out their assigned duties and responsibilities properly. If seen in terms of loyalty, village officials still do not obey the rules that have been determined, lack a sense of responsibility to serve the community well, and do not have the ability to collaborate with fellow village officials in building a better village. Compensation has been carried out well by every Village Head in Semidang Alas Maras District, but there are several villages that still have not carried out compensation openly, for example delays in salary or wages every month and the salary received by village officials not matching the work carried out, work bonuses. which is never given to village officials who have done their work optimally, some village officials do not get holidays or leave every year, and there are no facilities from the office to make work easier.

## **LITERATURE REVIEW**

According to Sinambela (2018:30), emphasizes that work discipline is an important aspect of human resource strength in an organization. Work discipline is reflected in the disciplinary attitudes and behavior shown by employees in their daily work activities. This disciplined attitude and behavior is very important because it can have a significant impact on achieving the plans and targets set by the organization. In everyday life, wherever humans are, rules and regulations are needed that regulate and limit every activity and behavior. However, these regulations will be meaningless if they are not accompanied by sanctions for violators.

According to Sutrisno (2017:86), discipline shows a condition or attitude of respect that exists in employees towards the rules and regulations of the organization. Meanwhile, according to Fahmi (2017: 75), discipline is the level of compliance and obedience to applicable rules and willingness to accept sanctions or punishment if they violate the rules applied in this discipline.

According to Poewadaminta (2013:609) loyalty can be defined as fidelity, devotion and trust given or shown to a person or organization in which there is a feeling of love and responsibility to try to provide the best service and behavior. According to Hasibuan (2016) loyalty is one of the elements used in employee assessment which includes loyalty to employees, positions and organizations. Meanwhile, according to Reinheld, in Susanto (2014: 179) the higher the loyalty of employees in a company, the easier it will be to improve performance and achieve the goals set by the company. The implementation of employee work activities will not be separated from loyalty, so that employees carry out their work well, employees carry out their duties with a sense of pleasure in carrying out their duties and work.

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According to Pandi (2018:83) Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. According to Afandi (2018:84) Performance is the extent to which a person has played a role in implementing the organization's strategy, both in achieving specific targets related to the individual's role and/or by demonstrating competencies that are stated to be relevant for the company. According to Fahmi (2014:226) Performance is the result obtained by an organization, whether the organization prioritizes profits and does not prioritize profits generated during a period of time. Meanwhile, according to Kasmir (2016: 181), performance is the result of work and performance behavior that has been achieved in completing the tasks and responsibilities given in a certain period.

## **METHODS**

### **Sampling Method**

According to Sugiyono (2016: 80), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. Based on these qualities and characteristics, a population can be understood as a group of individuals or objects of observation that have at least one characteristic in common. The population in this study was 224 people, who were all village officials in the Semidang Alas Maras District. The sample is part of the number and characteristics of the population (Sugiyono, 2016:18). Furthermore, so that the number of samples taken is representative, a sampling technique is used.

### **Data Collection Method**

The data collection techniques in this research are as follows:

1. Observation: According to Sugiyono (2016:145) the observation method is a data collection method in which investigators make direct observations of complex situations and is a process composed of various biological and psychological processes that prioritize observation and memory. In this research, observations were carried out directly in the field throughout the Semidang Alas Maras District Village office.
2. Questionnaire: A questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer (Sugiyono, 2016: 142). The data obtained in this research was obtained directly from filling out questionnaires addressed to respondents. Statements in the questionnaire are made on a 1-5 Likert scale. A score of 1-5 is used by researchers because it is simpler and has a middle value that is used to explain hesitation or neutrality in choosing an answer. Therefore, the Likert scale is commonly used in Indonesia to measure a person's attitudes, opinions and perceptions. For quantitative analysis, the answer can be given a score as shown in the following table:

## RESULTS

### Validity Test Results

Validity testing is carried out to determine whether or not a questionnaire is valid for each of these variables. The indicator is said to be valid if the rcount value is greater than rtable. The rtable value is obtained from  $n-2 = 112-2 = 110$  with a value of 0.156 (as in the attached r table). The validity tests that have been carried out in this research are shown in the following table:

**Table 1. Performance Discipline Validity Test (X1)**

NO	Statement Item	R-table (n-2)	R-count	Description
1	X1.1	0.156	0,702	Valid
2	X1.2	0.156	0,784	Valid
3	X1.3	0.156	0,826	Valid
4	X1.4	0.156	0,858	Valid
5	X1.5	0.156	0,714	Valid
6	X1.6	0.156	0,737	Valid
7	X1.7	0.156	0,722	Valid
8	X1.8	0.156	0,817	Valid
9	X1.9	0.156	0,258	Valid
10	X1.10	0.156	0,218	Valid

Based on the Validation test on the Work Discipline variable (X1) it is declared valid because r count > r table (r table 0.156 with a total of  $n = 112-2 = 110$ ). Therefore, X1 in the 10 questionnaire statements is declared valid.

**Table 2. Loyalty Validity Test (X2)**

NO	Statement Item	R-table (n-2)	R-count	Description
1	X2.1	0.156	0,576	Valid
2	X2.2	0.156	0,571	Valid
3	X2.3	0.156	0,705	Valid
4	X2.4	0.156	0,741	Valid
5	X2.5	0.156	0,653	Valid
6	X2.6	0.156	0,651	Valid
7	X2.7	0.156	0,535	Valid
8	X2.8	0.156	0,429	Valid
9	X2.9	0.156	0,697	Valid
10	X2.10	0.156	0,654	Valid

Based on the validation test on the loyalty variable (X2) it is declared valid because r count > r table (r table 0.156 with a total of  $n = 112-2 = 110$ ). Therefore, X2 in the questionnaire statement of 10 is declared valid.

**Table 3. Work Environment Validity Test (X3)**

NO	Statement Item	R-table (n-2)	R-count	Description
1	X3.1	0.156	0,890	Valid
2	X3.2	0.156	0,794	Valid
3	X3.3	0.156	0,711	Valid
4	X3.4	0.156	0,835	Valid
5	X3.5	0.156	0,796	Valid
6	X3.6	0.156	0,858	Valid
7	X3.7	0.156	0,799	Valid
8	X3.8	0.156	0,886	Valid
9	X3.9	0.156	0,388	Valid
10	X3.10	0.156	0,327	Valid

Based on the Validation test on the Work Environment variable (X3) it is declared valid because r count > r table (r table 0.156 with a total of  $n= 112-2= 110$ ). Therefore, X3 in the 10 questionnaire statements is declared valid.

**Table 4. Compensation Validity Test (X4)**

NO	Statement Item	R-table (n-2)	R-count	Description
1	X4.1	0.156	0,802	Valid
2	X4.2	0.156	0,863	Valid
3	X4.3	0.156	0,864	Valid
4	X4.4	0.156	0,855	Valid
5	X4.5	0.156	0,886	Valid
6	X4.6	0.156	0,852	Valid
7	X4.7	0.156	0,827	Valid
8	X4.8	0.156	0,879	Valid
9	X4.9	0.156	0,397	Valid
10	X4.10	0.156	0,413	Valid

Based on the Validation test on the Compensation variable (X4) it is declared valid because rcount > rtable (r table 0.156 with a total of  $n= 112-2= 110$ ). Therefore, X4 in the 10 questionnaire statements is declared valid.

**Table 10. Performance Validity Test (Y)**

NO	Statement Item	R-table (n-2)	R-count	Description
1	Y.1	0.156	0,723	Valid
2	Y.2	0.156	0,708	Valid
3	Y.3	0.156	0,729	Valid
4	Y.4	0.156	0,753	Valid
5	Y.5	0.156	0,747	Valid
6	Y.6	0.156	0,777	Valid
7	Y.7	0.156	0,833	Valid
8	Y.8	0.156	0,777	Valid
9	Y.9	0.156	0,358	Valid
10	Y.10	0.156	0,356	Valid

Based on the Validation test on the Performance variable (Y) it is declared valid because  $r_{count} > r_{table}$  ( $r_{table}$  0.156 with a total of  $n = 112 - 2 = 110$ ). Therefore, Y in the 10 questionnaire statements is declared valid.

### Reliability Test

**Table 5. Reliability Test**

Variable	Cronbach's Alpha	Critical Limit	Description
Work Discipline	0.875	0,60	Reliabel
Loyalty	0.825	0,60	Reliabel
Work Environment	0.897	0,60	Reliabel
Compensation	0.919	0,60	Reliabel
Performance	0.862	0,60	Reliabel

### Coefficient of Determination

**Table 6. Determination Coefficient Test**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 <sup>a</sup>	.681	.669	2.468

a. Predictors: (Constant), X1, X2, X3, X4

Based on the results of the multiple linear regression test, there is a coefficient of determination ( $R^2$ ) of 0.681 or 68.1%. This explains that the large variations in the dependent variables (Work Discipline), (Loyalty), (Work Environment), (Compensation) and independent (Performance) are (100%-68.1% and the result is 31.9%) Performance is influenced by variables others not used in this study.

### Multiple Linear Regression

According to Sugiyono (2017: 275) multiple linear regression is used to predict the condition (rise and fall) of the dependent variable. The results of reliability testing can be seen in the following table.

**Table 7. Multiple Linear Regression**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.366	2.733		2.329	.022
	X1	.494	.105	.549	4.704	.000
	X2	.131	.056	.131	2.322	.022
	X3	.312	.085	.392	3.689	.000
	X4	.482	.109	.587	4.441	.000

From the calculation results above, the regression equation is:

$$Y = 6.366 + 0.494X1 + 0.131X2 + 0.312X3 + 0.482X4 + 2.733$$

Based on the regression equation above, it can be explained as follows:

1. A constant value of 6.366 means that if the Work Discipline variable (X1), Loyalty variable (X2), Work Environment (X3), Compensation (X4) is considered equal to Zero (0), then the Performance variable (Y) will remain at 6.366 .
2. Effect of Work Discipline (X1) on Performance (Y), the regression coefficient value of the variable X1 Work Discipline is 0.494 with the assumption that if X1 Work Discipline increases by one unit, then Y (Performance) also increases by 0.494.
3. The effect of Loyalty (X2) on Performance (Y), the regression coefficient value of the variable
4. Influence of the Work Environment (X3) on Performance (Y), the regression coefficient value of the Work Environment variable (X3) is 0.312 with the assumption that if the Work Environment (X3) increases by one unit, then Y (Performance) also decreases by one unit. 0.312
5. Effect of Compensation (X4) on Performance (Y), the regression coefficient value of the Compensation variable (X3) is 0.482 with the assumption that if Compensation (X4) increases by one unit, then Y (Performance) will also increase by 0.482.

**Tabel 8. Partial Test (t)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.366	2.733		2.329	.022
	X1	.494	.105	.549	4.704	.000
	X2	.131	.056	.131	2.322	.022
	X3	.312	.085	.392	3.689	.000
	X4	.482	.109	.587	4.441	.000

Based on the table above, the partial test results regarding the influence of each independent variable on the dependent variable can be described as follows.

1. Variable X1 (Work Discipline)  
 The test results for variable Work Discipline has a significant effect on Performance (Y).
2. Variable X2 (Loyalty)  
 The test results for the variable Loyalty has a significant effect on Performance (Y).
3. Variable X3 (Work Environment)  
 The test results for variable X3 (Work Environment) show a significant value of 0.000 < 0.05 because the significant value is smaller than 0.05, so Ha is accepted and Ho is rejected. The work environment has a significant effect on performance (Y).
4. Variable X4 (Compensation)  
 The test results for the variable Compensation has a significant effect on Performance (Y).

**Tabel 9. Simultaneous Test (F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1390.053	4	347.513	57.042	.000 <sup>b</sup>
	Residual	651.866	107	6.092		
	Total	2041.920	111			

From the Anova table, a value (Sig) of 0.000 is obtained. The significant value is  $0.000 < 0.05$ , which means that if the significant probability value is  $< 5\%$  (0.05) then all independent variables, Work Discipline (X1), Loyalty (X2), Work Environment (X3), Compensation (X4) have an effect significant to the related variable, Performance Satisfaction (Y).

## **DISCUSSION**

### **1. Variable X1 (Work Discipline)**

From the results of the regression calculations, the regression coefficient value for work discipline is obtained. The regression coefficient value for the variable so it can be said that the work discipline variable, that work discipline has a partial positive and significant effect on employee performance. This research is supported by previous research conducted by Dewi Lasari (2019:16) stating that work discipline has a positive and significant effect on performance.

### **2. Variable X2 (Loyalty)**

Based on the results of regression calculations, the regression coefficient value for variable X2 (Loyalty) is 0.131 with the assumption that if X2 (Loyalty) increases by one unit, then Y (Performance) also increases by 0.131. So it can be concluded that employee loyalty has a positive and significant influence on employee performance. This is in accordance with what was stated by Reicheld, in Sutanto (2010; 179) which states that the higher the employee loyalty in the company, the easier it will be to improve performance and achieve the goals set by the company. This research is also in line with research conducted by Putri, Sonnia Indah (2014: 14) who researched employee loyalty at Kudus companies, where the research results showed that employee loyalty had a partial positive effect on employee performance.

### **3. Variable X3 (Work Environment)**

The work environment can be interpreted as all the tools encountered, the surrounding environment where a worker is, his work methods, as an influence on his work both as an individual and as a group (Afandi 2018:67). This value can be categorized as a moderate level of relationship between the work environment variable (X2) and the village apparatus performance variable (Y). This can be seen from the correlation coefficient interpretation table (table 5.) Positive value results indicate values in the same direction. The regression coefficient value for the Work Environment variable (X3) is 0.312 with the assumption that if the Work Environment (X3) increases by one unit, then Y (Performance) also decreases by 0.312. Work environment variable (X2) The test results for variable The work environment has a significant effect on performance (Y). Therefore, the work environment greatly influences the performance of village officials in Semidang Alas Maras District. This research is supported by previous research conducted by Nurjaya (2021:13) stating that the work environment has a positive and significant effect on performance.

### **4. Variable X4 (Compensation)**

Based on the results of regression calculations, the regression coefficient value for the Compensation variable (X3) is 0.482 with the assumption that if Compensation (X4) increases by one unit, then Y (Performance) also increases by 0.482. With employee performance results being influenced by wages and the employee's work environment with positive results. This shows that compensation has a positive effect on the performance of village officials in Semidang Alas Maras District. This research is supported by previous research conducted by Tugiyono (2021:46) stating that the work environment has a positive and significant effect on performance.

## **CONCLUSION**

1. The test results for the Work Discipline variable show a significant value of  $0.000 < 0.05$  because the significant value is smaller than 0.05, so  $H_a$  is accepted and  $H_o$  is rejected. Therefore, Work Discipline has a significant effect on Performance (Y).
2. The test results for the Loyalty variable show a significant value of  $0.000 < 0.05$  because the significant value is smaller than 0.05, so  $H_a$  is accepted and  $H_o$  is rejected. Loyalty has a significant effect on Performance (Y).
3. The test results for the Work Environment variable show a significant value of  $0.000 < 0.05$  because the significant value is smaller than 0.05, so  $H_a$  is accepted and  $H_o$  is rejected. The work environment has a significant effect on performance (Y).
4. The test results for the Compensation variable show a significant value of  $0.000 < 0.05$  because the significant value is smaller than 0.05, so  $H_a$  is accepted and  $H_o$  is rejected. Compensation has a significant effect on Performance (Y).
5. The results of multiple linear regression have the equation  $Y = 6.366 + 0.494X_1 + 0.131X_2 + 0.312X_3 + 0.482X_4 + 2.733$ , because it gets a positive value, it can be interpreted as having a value (Sig) of 0.000. The significant value is  $0.000 < 0.05$ , which means that if the significant probability value is  $< 5\%$  (0.05) then all independent variables, Work Discipline (X1), Loyalty (X2), Work Environment (X3), Compensation (X4) have an effect significant to the related variable, Performance Satisfaction (Y).

## **SUGGESTION**

1. For village officials in Semidang Alas Maras District to emphasize Work Discipline, Loyalty, Work Environment and Compensation to employees so that employee performance will be easier to improve and achieve.
2. For future researchers, they can further develop this research by examining indicators that can influence Work Discipline, Loyalty, Work Environment and Compensation on the Performance of Village Officials in Semidang Alas Maras District. And it is recommended to expand the research by conducting similar research in different locations by adding other variables that can influence performance.

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