

Strategies to improve work discipline: Analysis of compensation, non-physical work environment, and training in a multibusiness companies in Gresik



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ABSTRACT

This study investigates the influence of compensation, non-physical work environment, and training on employee work discipline within a multi-business company located in Gresik. Grounded in human resource management and organisational behaviour perspectives, the study seeks to identify the key organisational factors that contribute to strengthening employee discipline in the workplace. A quantitative research design was employed using a purposive sampling technique involving 60 employees with fixed-term employment status. Primary data were collected through structured questionnaires and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings demonstrate that compensation exerts a positive and significant effect on employee work discipline, indicating that equitable and performance-oriented rewards contribute to higher levels of compliance and responsibility among employees. In addition, the non-physical work environment, including interpersonal relationships, communication climate, and organisational support, significantly enhances employee discipline. Training was also found to positively and significantly influence work discipline by improving employees' competencies, awareness, and commitment to organisational standards. The study highlights the strategic importance of integrated human resource practices in fostering disciplined work behaviour and improving organisational effectiveness. These findings contribute to the broader literature on employee management and workplace performance, particularly within the context of developing economies and multi-sector business organisations.

Keywords: Work Discipline; Compensation; Non-Physical Work Environment; Training



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INTRODUCTION

In today's globalization era, business competition has become more intense and constantly changing. Companies are expected to continuously innovate and maximize the utilization of their resources, particularly human resources (HR). HR acts as a central figure so that all management activities can run well, and plays a key role as a living asset that drives the wheels of the organization to achieve company goals effectively and efficiently (Mujianti, 2023). The presence of high-quality human resources is essential in supporting the achievement of a company's vision and mission. However, in reality, there are still many companies that face problems related to HR management, one of which is the problem of employee work discipline.

This study was carried out in a multibusiness company situated in Gresik, East Java. This company has six main business lines, namely Workforce Provider, Bottled Drinking Water Production, Travel Agency and Event Organizer Services, Information Technology Solutions, Training and Certification Institution, and Assessment Center. According to the interview results, several issues related to employee work discipline were identified within the company. Work discipline is a condition in which employees are willing to accept and implement various applicable regulations, both those that are concretely written and those that have become habits or organizational culture, which are related to the implementation of their duties, authorities, and responsibilities to the company. In the event of a violation or mistake, employees must be willing to accept the consequences in the form of the punishment given (Ganyang, 2018). The high level of indiscipline has an impact on the company. In material terms, the decline in work discipline can be seen from the large number of employees who violate the rules by entering the office late, taking breaks earlier than the schedule set by the company, leaving the office during working hours for personal interests, and leaving earlier than scheduled which causes a decrease in productivity (Eldianty, personal communication, 2024). As a result, work targets are not achieved and time that should be productive is wasted, resulting in financial losses for the company. Meanwhile, from the non-material side, employee indiscipline will cause dissatisfaction among other employees who work with discipline. This can trigger internal conflict and reduce overall work motivation. In addition, there are fluctuations that tend to increase regarding the number of employees who are absent and late every month. The increase in absenteeism and tardiness will potentially have a negative impact on the company.

Compensation refers to every form of reward provided by the company to employees in a fair and proportional manner, both financially and non-financially, as a return for their contributions toward achieving organizational goals (Harahap and Khair, 2019). The application of the compensation system at PT Swabina Gatra is divided into two, namely for permanent employees and employees of the specified with fixed time work agreement. Permanent employees receive a Raya Allowance of one time full salary, while for employees of the specified with fixed time work agreement the amount of Raya Allowance is calculated proportionally based on the employee's length of service, so it is smaller. Then, permanent employees get more comprehensive welfare guarantees, such as pension benefits. Meanwhile, employees of the specified with fixed time work agreement do not receive such benefits.

In addition, there are differences in the overtime payment system for employees. Permanent employees have greater flexibility in terms of overtime pay, in that they receive overtime pay without a minimum limit of additional working hours, meaning that even if they work overtime for only a few hours in a month, they are still compensated according to company policy. In contrast, employees of the specified with fixed time work

agreement must achieve a minimum of ten hours of overtime each month to be paid on par with permanent employees. If they cannot achieve this number of hours, then overtime payments are given proportionally according to the number of overtime hours they work.

Non-physical work environment refers to condition created through interactions and relationships in the workplace (Risahondua et al., 2024). In this company, several issues associated with non-physical work environment were identified which are still an obstacle for employees at work, such as ineffective communication between superiors and subordinates which can lead to decreased productivity and increased errors in doing work. In addition, superiors do not listen to input from subordinates which causes a lack of sense of involvement and motivation among employees, so they tend to be lackluster in carrying out their duties, even showing high levels of absenteeism and tardiness. Another problem is delays in the delivery of information between units, which can cause problems in work coordination, leading to untimely completion of projects or work targets. This can affect the productivity of the entire team, as interdependence between units is hampered by slow and unorganized communication. Then, the workspace atmosphere is not conducive due to employees who turn on loud music while working.

Training is a process aimed at enhancing the quality of human resources through a series of activities that include identification (recognizing training needs and the potential of individuals to be trained), evaluation (those needs to ensure the training provided is suitable and effective), and a structured learning process (Anindita and Kustini, 2022). Based on an interview with one of the HR staff, every month the company provides training to facilitate employees' self-development to improve their competence in their daily work. However, some training and certification programs have not managed to achieve the expected targets. This is because there are obstacles that affect the implementation and effectiveness of the training and certification programs, such as the employees concerned often have busy work schedules, delays in training schedules from the organizers, and so on which ultimately result in the implementation of the training being inconsistent, either on schedule or backward. In addition, there are several training and certification programs that are only attended by a few employees, which means that the employees who get the training and certification programs are not evenly distributed.

Previous research on the influence of compensation on work discipline was conducted by Hartono (2022), whose study found that compensation positively and significantly affects employee work discipline. However, different results were reported by Hirmansah (2022), who concluded that compensation does not have a significant effect on employee work discipline. In addition, research by Arifin and Rizana (2024) showed that the non-physical work environment has a positive and significant influence on employee work discipline. Conversely, Wahyuningrum et al. (2020) found that the non-physical work environment does not significantly affect employee work discipline. Studies related to the effect of training on work discipline were also conducted by Ulvayanti et al. (2024), whose findings indicated that training positively and significantly influences employee work discipline. Meanwhile, Mazidah (2018) reported that training does not significantly affect employee work discipline.

Based on this phenomena and previous research findings, this study was conducted to analyze the influence of compensation, non-physical work environment, and training on employee work discipline in a multibusiness companies in Gresik.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Work Discipline

According to Rivai (2009), work discipline is a method applied by managers to communicate with employees with the aim of encouraging behavioral improvement and increasing employee awareness and willingness to comply with company regulations and applicable social norms. In addition, Jufrizen and Hadi (2021) explain that work discipline refers to an individual's ability and attitude to exercise self-control in obeying organizational rules to achieve predetermined company objective. Indicators of work discipline according to Rivai (2009), are as follows: a) attendance; b) adherence to work rules; c) adherence to work standards; d) high level of vigilance; e) work ethically.

Compensation

According to Rivai and Sagala (2011), compensation is defined as every form of reward granted by a company to employees in recognition of their efforts and contributions to the organization. Furthermore, Bimantoro and Swasti (2023) explain that compensation is any form of payment or return received by employees for the work they carry out in supporting the achievement organizational objectives. Indicators of compensation according to Rivai and Sagala (2011), are as follows: a) wages and salaries; b) loyalty; c) justice; d) awards.

Non-physical Work Environment

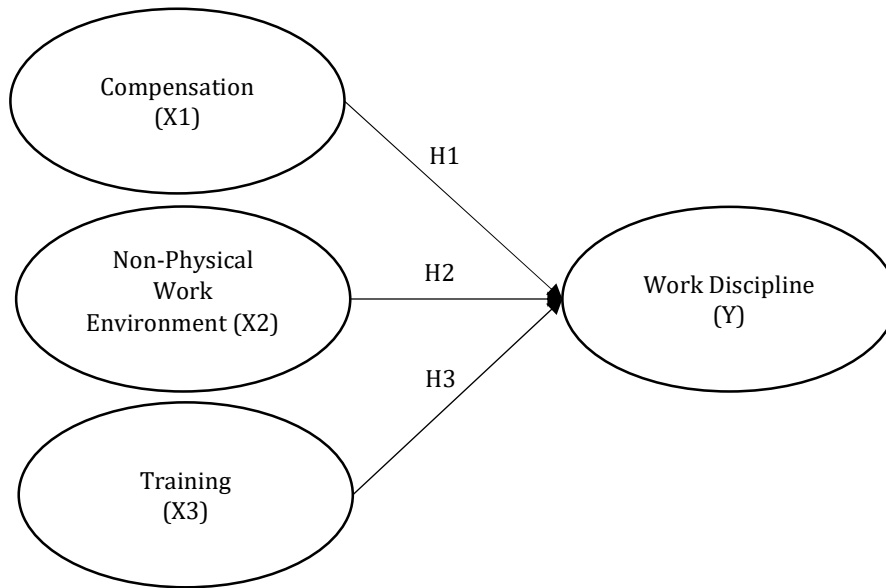
According to Wursanto (2016), non-physical work environment covers the interactions among employees as well as the psychological conditions within the company, which play a significant role in creating a harmonious work atmosphere. Moreover, Pangarso in Putri (2022) state that non-physical work environment covers all psychological aspects related to work, including workplace rules and condition that can affect employee productivity within an organization. According to Wursanto (2016), the indicators of the non-physical work environment, consist of: a) work atmosphere; b) good treatment; c) sense of security; d) harmonious relationships.

Training

According to Mathis and Jackson (2010), training is a process by which an employee acquires skills to develop the abilities required in carrying out a particular job. Meanwhile, Hermawati et al. (2021) explain that training is a program implemented by an organization or company with the purpose of enhancing employees abilities, both in terms of knowledge and attitudes, so that they can achieve better performance in completing the tasks assigned to them. Indicators of training according to Mathis and Jackson (2010), are as follows: a) reaction from job training; b) learning outcomes; c) habit changes; d) organizational impact.

Research Framework

The conceptual framework used in this research is as follows:



Source : Constructed by authors, 2024

Figure 1
Conceptual Framework

Hypotheses

Based on the research findings of Putra (2022), compensation has been proven to positively and significantly influence employee work discipline. The study suggests that employees who obtain higher compensation are likely to show improved work discipline. Therefore, the first hypothesis in this study is formulated as follows:

H1: Compensation has a positive and significant effect on work discipline of employees in multibusiness companies in Gresik.

Research conducted by Kusuma and Kustini (2021) found that the non-physical work environment has a positive and significant effect on employee work discipline. Similar results were also reported by Aprianti and Wulandari (2022), who stated that the non-physical work environment positively and significantly influences employee discipline. These findings indicate that a supportive and pleasant non-physical work environment can enhance employee work discipline. When employees experience positive support and appreciation in the workplace, their motivation and job satisfaction tend to increase, which eventually improves their level of discipline. Based on these explanations, the second hypothesis in this study is formulated as follows:

H2: Non-physical work environment has a positive and significant effect on work discipline of employees in multibusiness companies in Gresik.

Research conducted by Fathurahman and Ahman (2020) stated that training has a positive and significant influence on employee work discipline. This result is consistent with the study by Anam et al. (2023), which also found that training positively and significantly affects work discipline. These findings indicate that more effective and relevant training programs can improve employee discipline levels. Based on these considerations, the third hypothesis in this study is formulated as follows:

H3: Training has a positive and significant effect on discipline of employees in multibusiness companies in Gresik.

METHOD

This study employs a quantitative research approach using both primary and secondary data sources. Data collection was carried out through interviews, questionnaire distribution, and literature studies. The questionnaires were distributed to 60 employees with Fixed Time Work Agreement (PKWT) status who were selected as the research sample.

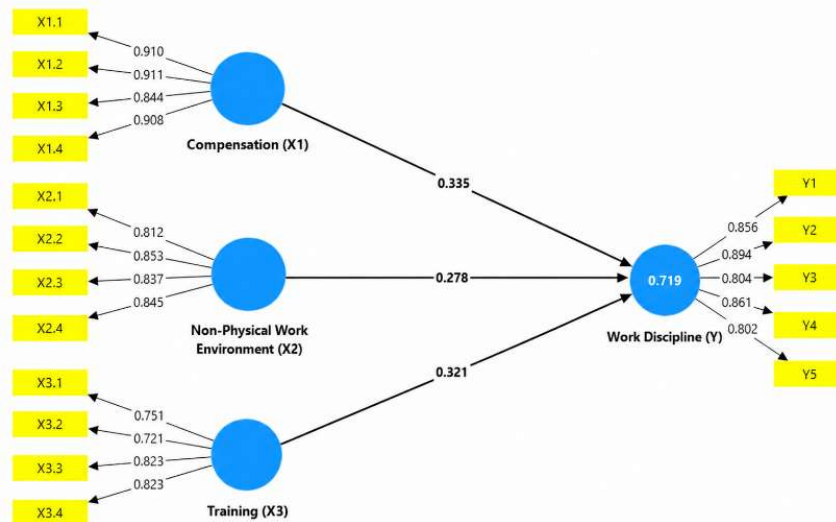
The sampling method used in this study was non-probability sampling with a purposive sampling technique, in which respondents were chosen based on certain criteria relevant to the research objectives. The sample size was considered sufficient because it met the minimum requirements for quantitative research analysis (Eldianty, 2024).

The questionnaire contained seventeen positive statements measured using a Likert scale. Furthermore, the collected data were analyzed using the Partial Least Squares (PLS) method supported by the SmartPLS 4 application.

RESULTS AND DISCUSSION

Outer Model

The design of the outer model, also known as the measurement model, can be evaluated using several tests, including convergent validity, discriminant validity, and reliability testing. Convergent validity is assessed through the values of outer loadings and Average Variance Extracted (AVE) (Hair et al., 2021). The results of the outer model evaluation in this research are shown in Figure 2.



Source : Data Analyzed, 2024

Figure 2
Outer Model

In this study, it is known that the indicators used have good validity because the results of the outer loadings of the original sample value have > 0.70 with the strongest compensation measure (X1) is justice of 0.911. Then, the strongest non-physical work environment measure (X2) is good treatment of 0.853. In addition, the strongest measure of training (X3) is the organizational impact of 0.823. And the strongest measure of work discipline (Y) is adherence to work rules of 0.894. And the AVE value in this study shows

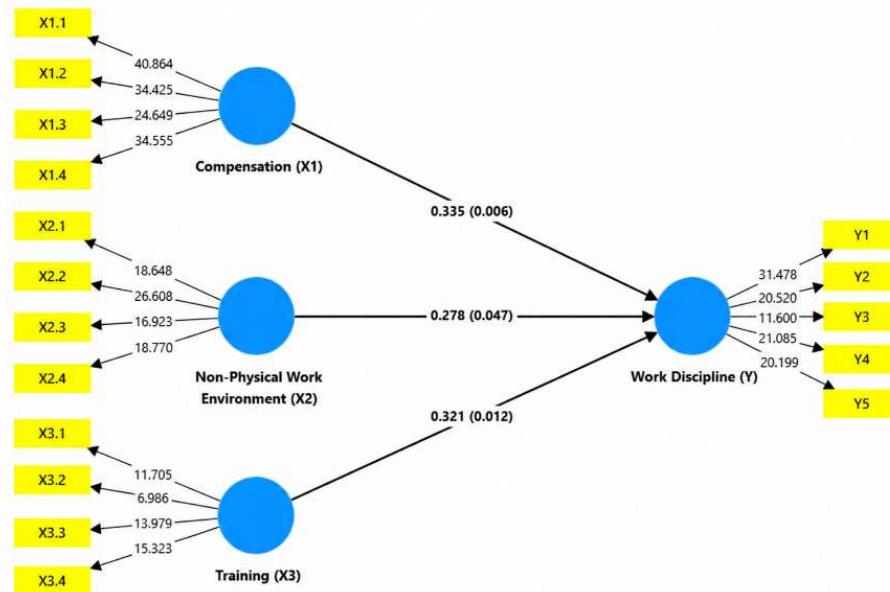
compensation (X1) of 0.799, non-physical work environment (X2) of 0.700, training (X3) of 0.609, work discipline (Y) of 0.712. So in the convergent validity test in this study it has been declared valid.

Moreover, discriminant validity testing is conducted to determine how distinct the studied variable is from other variables. This procedure is carried out by examining cross loadings, where the indicator loading values are expected to have a stronger association with their respective variables than with other variables. The results show that the discriminant validity criteria in this study have been properly achieved.

Furthermore, at the reliability testing stage, this research applies composite reliability and Cronbach's alpha analysis. The composite reliability results indicate that compensation (X1) has a value of 0.941, non-physical work environment (X2) has a value of 0.903, training (X3) has a value of 0.861, and work discipline (Y) has a value of 0.925. Meanwhile, the Cronbach's alpha results reveal values of 0.916 for compensation (X1), 0.857 for non-physical work environment (X2), 0.785 for training (X3), and 0.899 for work discipline (Y). Since all variables in both tests have values greater than 0.70, it can be concluded that the indicators used in the research instrument are reliable and consistently measure the same variable.

Inner Model

Inner model testing can be carried out through statistical significance testing and the adjusted R-square value. In this study, the purpose of testing the inner model is to evaluate the relationships among latent variables. The statistical significance test is conducted by analyzing the correlations between latent variables, with emphasis on identifying the highest correlation value among the variables (Hair et al., 2021). The results of the inner model evaluation in this research are presented in Figure 3.



Source : Data Analyzed, 2024

Figure 3
Inner Model

In the test results in this study, the correlation between the compensation variable (X1) and work discipline (Y) shows the strongest correlation compared to the correlation

between other variables. The correlation between these variables reached 0.780. This result indicates that work discipline (Y) is more influenced by compensation (X1) than the non-physical work environment (X2) and training (X3).

In this study, it is also identified that the adjusted R square value is 0.704, indicating that compensation (X1), non-physical work environment (X2), and training (X3) contribute 70.4% to work discipline (Y). Meanwhile, the remaining 29.6% is affected by other variables not examined in this research. In the testing stage using partial least square, hypothesis testing must be conducted through the estimation results of path coefficients using the bootstrapping method. The results show that H1, which states that compensation has a positive and significant effect on work discipline, is accepted. This is evidenced by the P values of $0.006 < 0.05$, the positive original sample (O) value of 0.335, and the T-statistics value of $2.723 > 1.96$. Furthermore, H2, which states that the non-physical work environment has a positive and significant effect on work discipline, is also accepted.

These findings are supported by the P values of $0.047 < 0.05$, the positive original sample (O) value of 0.278, and the T-statistics value of $1.989 > 1.96$. In addition, H3, which states that training has a positive and significant effect on work discipline, can also be accepted. This result is indicated by the P values of $0.012 < 0.05$, the positive original sample (O) value of 0.321, and the T-statistics value of $2.503 > 1.96$.

The Effect of Compensation on Work Discipline

Based on the results of several tests conducted, it was found that compensation affects employee work discipline in multibusiness companies in Gresik. The findings of this study are in line with the research by Cui & Zysman (2021), which stated that compensation has a positive and significant influence on employee work discipline. This indicates that when employees receive compensation that is appropriate to their work performance, their level of work discipline toward the company tends to improve.

This study shows that salary or wages are forms of financial compensation expected by employees. The higher the salary provided by the company, the higher the level of employee discipline. Furthermore, compensation also encourages employee loyalty toward the company. Appropriate compensation not only fulfills employees' financial needs, but also demonstrates the company's appreciation for their efforts and dedication. As a result, the company can establish strong working relationships and foster long-term employee loyalty.

Meanwhile, fairness in compensation is the strongest measure of compensation, as fairness is an underlying aspect of compensation effectiveness. Respondents feel that they have received salaries that are in accordance with their work results and are paid on time and respondents also get overtime pay according to the extra hours they have worked. As the strongest indicator, fairness in compensation determines how far employees feel appreciated, motivated, and committed to the organization, which ultimately contributes positively to their work discipline.

Then, the rewards obtained by employees also encourage employees to be disciplined at work. Awards will create a sense of pride that encourages them to maintain and improve disciplined work behavior, and become a motivational tool for respondents. Therefore, it can be concluded that an increase in the compensation provided by the company will also lead to an improvement in employee work discipline.

The Effect of Non-Physical Work Environment on Work Discipline

The next finding of this study indicates that non-physical work environment influences employee work discipline in multibusiness companies in Gresik. These findings demonstrate that the non-physical work environment contributes to creating a comfortable working atmosphere, which can improve employee productivity as well as their level of work discipline.

A comfortable and pleasant work atmosphere will affect respondents' motivation to work better and be more disciplined. When the atmosphere at work is less stressful and more supportive of collaboration, then employees will tend to feel calmer and focus on their work and increase their productivity and work discipline. Meanwhile, good treatment is the strongest measure of the non-physical work environment, respondents feel valued by coworkers and superiors, such as speaking politely and being treated fairly by superiors, besides that respondents are also given support by other coworkers when they are facing difficulties.

This can strengthen cooperation, reduce stress in the workplace so that employees can focus more on carrying out their duties, and will ultimately encourage their work discipline. Then, a sense of security is very important to respondents because when they feel safe at work, then they will focus more on working without worrying about threats. And this will support them in carrying out their duties more disciplined. In addition, harmonious relationships in the workplace will help respondents to create a more pleasant atmosphere in improving teamwork so that it is easier to coordinate and share information to improve the quality of their work.

Therefore, it can be concluded that a more supportive and positive non-physical work environment within a company will lead to higher employee work discipline. The findings of this study are consistent with the research conducted by Arifin and Rizana (2024), which found that non-physical work environment has a positive and significant effect on employee work discipline.

The Effect of Training on Work Discipline

Another finding of this study demonstrates that training has an effect on employee work discipline in multibusiness companies in Gresik. This finding suggests that the training programs implemented by the company contribute significantly to improving employees' knowledge, competencies, productivity, and level of work discipline.

A positive reaction to the training provided by the company reflects that respondents feel the training is relevant, interesting and provides benefits to their daily work. When an employee has a positive outlook, they are more motivated to apply the knowledge and skills learned in their work and will have an effect on good work discipline. Employees who gain new knowledge and abilities that support their work tend to become more confident and disciplined in performing their responsibilities because they feel better prepared to handle challenges in the workplace. In addition, if training is successful in encouraging employees to change bad habits and replace them with positive and more productive ones, it will have a direct effect on higher levels of discipline.

Meanwhile, organizational impact was the strongest measure of training, with respondents feeling that the training had a positive impact on their team's work at the company, as well as improving their skills and knowledge. Effective training not only enhances individual employee competencies, but also provides positive effects on team performance and overall organizational outcomes. In addition, it strengthens employees' sense of responsibility and commitment to their jobs, thereby encouraging greater discipline in carrying out their duties.

So, it can be concluded, when the training provided by the company increases, employee discipline will also increase. The results in this study are in line with the findings conducted by Ulvayanti et al. (2024), which states that training has a positive and significant effect on employee work discipline.

CONCLUSION AND SUGGESTION

The results of this study indicate that compensation, non-physical work environment, and training significantly affect employee work discipline in multibusiness companies located in Gresik. Compensation fairness was found to be the most dominant factor affecting work discipline; therefore, companies should implement compensation systems that are fair and transparent. Furthermore, non-physical work environment also plays an important role in improving employee discipline, particularly through good treatment that helps create a supportive and comfortable working atmosphere. Moreover, training positively influences work discipline, especially by enhancing organizational impact that improve team efficiency and company productivity.

Based on these findings, companies are advised to evaluate and refine compensation policies, build a work culture that supports open communication and teamwork, and design targeted and impactful training programs. Periodic evaluation of training effectiveness is also needed to identify areas for improvement. Future researchers are expected to add other variables, such as leadership style, because leadership plays an important role in influencing employee behavior, motivation, and compliance with company regulations. In addition, future studies may also examine job satisfaction, as satisfied employees tend to demonstrate higher discipline and commitment at work. Researchers are also encouraged to examine objects from different industries to enrich the research results on this topic.

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