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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Remuneration, Work Discipline and Motivation on Employee Performance

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Abstract: The success and failure of activities within an organization are measured based on the performance of its employees. This performance can be influenced by various factors, such as remuneration, work discipline, and motivation. The purpose of this study is to analyze the effect of these three factors on the performance of employees at Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan. This research uses a census method with a total of 70 respondents from the population related to the performance of employees at Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan. Multiple regression analysis is used to analyze the data. The results of the study show that remuneration, work discipline, and motivation have a positive and significant influence on employee performance simultaneously. Specifically, work motivation is found to have the most dominant influence on employee performance. These findings suggest the importance of managing remuneration and motivation in improving employee performance. Work discipline also plays a crucial role in enhancing employee performance. However, it should be noted that this study has limitations in terms of its measurement and analysis techniques and its generalizability to other organizations. Further research could be conducted to expand understanding and explore other factors that affect employee performance.

Keywords: Remuneration, Work Discipline, Work Motivation, Employee Performance

JEL Classification Code: H76, H83, O15

1. Introduction

The role of human resources is very important in an institution, both private and government companies. The human resources in question are people who provide their energy, thoughts, talents, creativity and efforts in carrying out company activities. Therefore, every private and government institution always strives to get employees who have good performance and achievement in carrying out the activities of the institution. Performance is the result of carrying out a job, both physical / material and non-physical / non-material in carrying out its duties based on a job description, the results need to be assessed after a certain period of time (Nawawi, 2001). According to Hasibuan (2001) performance is a result of the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time.

There are many factors that cause employee performance in an organization to decline, these factors come from internal and external factors in an organization. To increase employee satisfaction, leaders usually provide compensation and motivation to employees, with the aim of re-stimulating the performance of employees in the organization. With the encouragement of motivation and compensation, it is certainly expected to improve employee performance. Activity performance, which is the level of target achievement (planned level of achievement) of each group of activity performance indicators. And the level of target achievement, which is the level of target achievement (planned achievement level) of each group of target indicators that have been determined as outlined in the Work Plan Document. Measurement of the level of target achievement is based on data on the results of measuring activity performance. In Fiscal Year 2020, the West Kalimantan Main Harbormaster Office

has set 7 (seven) program/activity objectives to be achieved, with 14 (fourteen) Activity Performance Indicators. Measurement of the performance achievement level of the West Kalimantan Main Harbormaster Office in 2020 is carried out by comparing the target with the realization of each activity performance indicator. The criteria for achieving performance indicators are declared successful if the achievement is above 80%. Some of the problems faced both externally and internally are as follows: (1) With the increase in the number of seafarer book issuances considering the number of seafarer schools in West Kalimantan with a large enough need for Seafarer Books while the computerized device for printing out seafarer books there are 2 (two) units, but only 1 (one) unit is functioning (2) Efforts to improve the supervision of city waters from pollution, fires, and ship accidents and the fulfillment of the provisions of laws and regulations require a supporting facility (Patrol Boat) considering that the existing ships are old (The condition and reliability of state ships over 20 years old will have an impact on the high operational costs of ships (such as fuel logistics costs and repair costs) (3) Lack of personnel in the guard section and patrol section (4) The implementation of the Work From Home (WFH) Schedule due to the Covid-19 Pandemic (5) Lack of facilities and infrastructure in the form of safety equipment and work facilities.

One of the main problems in Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan. is the performance or work productivity that has not been maximized. In fact, to carry out its main task, which has the task of carrying out technical and administrative services for all organizational units, a very maximum performance is needed, especially at this time where civil servants are very critical of all aspects, the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employees must have quality, productive and professional human resources. The lack of maximum performance in the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan is often associated with the discipline of providing motivation that is relevant to the position / work given (Nawawi, 2001). On the other hand, work discipline also affects the performance of employees of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan. Every organization wants high work productivity from its employees. Many factors affect the high and low performance of employees. Among these are work discipline, remuneration and motivation factors. Work discipline for employees will have no small influence on the operation of the organization. this discipline will affect employees so that thus either directly or indirectly will be able to affect the productivity of the organization.

The best way to keep employees well motivated is by providing remuneration, rewards and most organizations understand and implement to get the best out of their employees. According to Nurhayati & Supardi (2020) remuneration is an integral part of the Bureaucratic Reform Policy. Remuneration is motivated by the government's awareness and commitment to realizing clean and good governance. However, at the level of implementation, changes and reforms carried out in order to realize good and authoritative governance are unlikely to be implemented properly (effectively) without proper employee welfare. Another factor that also plays an important role in the implementation of employee work is motivation. Performance is influenced by motivation which is the force that drives a person to behave towards a goal. According to (Robbins et al. (2007) motivation as a process that explains the intensity, direction, and persistence of an individual to achieve his goals. Therefore, to achieve the expected performance of the institution, motivation is needed in employees. With motivation and performance appraisal, organizational goals can be achieved as well as personal goals. Providing motivation to someone is a chain that starts from a need, creates a desire, causes action, and results in a decision. Coaching and improving employee performance can be done by coaching and improving their work abilities and motivation. Improving work ability is done by improving the aspects that underlie this element, namely knowledge and work skills and increasing work motivation by fostering employee mental attitudes and environmental situations that encourage individual work satisfaction and willingness. Thus, the problem formulations in this study are as follows: (1) Does remuneration affect employee performance (2) Does discipline affect employee performance (3) Does work motivation affect employee performance.

2. Literature Review

Human resources is a relatively new concept in the world of management and organizations and has become popular since the early decades of the seventies, at which time behavioral science research showed that managing humans or labor is considered a resource rather than just a factor of production, will provide real benefits for the organization or company. Siregar (2000) argues that human resources are the value of human potential to empower, utilize and utilize all abilities to produce great benefits for mutual prosperity and welfare. According to Rivai (2009) human resource management is one of the fields of general management which includes aspects of planning, organizing, implementing and controlling processes in the functions / fields of production, marketing, finance and staffing. Human resources are considered to have an increasingly important role in achieving company goals, so various experiences and research results in the field of human resources are systematically collected, known as management. Human resource management is a collection of knowledge about how to manage human resources. Human resources are central in an effort to realize its existence in the form of achieving organizational goals. The ability of human resources must be able to adapt to the demands of advances in science and technology, government policies and environmental changes. From the description above, it can be understood that human resources play an important role in various service activities to obtain benefits according to the level of achievement of organizational goals.

The process of developing human resource management basically starts with workforce strategy planning, this strategy is directed at the workforce in a more specific sense in the future. The goal is to help and ensure that the organization has a skilled workforce, experts and knowledge needed to achieve goals. In principle, efforts made in human resource development can be categorized into two, namely aspects of physical quality and aspects of non-physical quality. Physical quality is related to the level of labor health while non-physical quality is related to ability and intelligence. On the one hand, human resource development is intended to improve the skills or abilities of the human workforce in carrying out various activities in society. On the other hand, human resource development is closely related to efforts to improve the standard of living of the community itself. These two aspects must run simultaneously, because by having the skills and ability to do the tasks at hand it is hoped that an increase in living standards will be fulfilled through a system of providing adequate wages and compensation. Law Number: 43 of 1999 states that civil servants (PNS) are elements of the State apparatus that have a strategic role in the implementation of government and development tasks. The success of a public agency in developing work dynamics to achieve the desired organizational goals is highly dependent on the competence of its human resources (Setyaningsih & Ratnawati, 2009). The strategic role of civil servants as organizers of government and development in carrying out their duties as servants and protectors of society is required to have competence in accordance with the professional field that is the workload in order to obtain an apparatus that is outstanding, clean, honest and authoritative.

Human resource development is one of the functions and activities in human resource management and its role is very important in changing and changing organizations. This development is related to efforts to improve employee abilities and develop the organization. As an organizational function, human resource development will help individuals, groups and the entire organization become more effective in carrying out its activities in order to achieve its goals. The purpose of this development is to increase productivity at various levels of the organization. Handayani & Mustikaningsih (2014) have various kinds of material and non-material needs. There are 7 forms of remuneration, namely salaries, cost of living allowances (food and transportation allowances), performance allowances (incentives), holiday allowances (THR), compensation allowances, health contributions, old age allowance contributions. De Pora (2011) states that remuneration is literally defined as payment or payment, it can also be money or substitutes for money determined by certain regulations in return for a job and is routine. Remuneration is a form of reward received by an employee for their contribution to organizational performance (Marwansyah, 2016). Sinambela (2016) discipline is a process used to deal with performance problems, this process involves managers in identifying and communicating performance problems to employees. According to Rivai (2011) Work discipline is a tool used by

managers to communicate with employees so that they are willing to change a behavior and as an effort to increase the awareness and willingness of a person to comply with all company regulations.

According to Robbins et al. (2007) motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals. Hariandja (2002) suggests that motivation is the factors that direct and encourage a person's behavior or desire to carry out an activity which is expressed in the form of hard or weak effort. Performance is the achievement produced by a process or way of acting in a function. Performance is a process that deals with activities related to the elements involved in a process to produce an output. Similarly, employees are related to the standard system used by the organization in achieving goals (Manullang, 2002). Performance is an implementation of civil servants in carrying out service work activities to create various work opportunities that are fast, precise, and integrated according to strategies in various technical, tactical, and practical activities in accordance with the service objectives to be achieved (Hasibuan, 2001). This description supports what was stated by Nurhayati & Supardi (2020) that employee performance is a form of actualization of employee services to the community which is carried out based on speed, accuracy, cooperation, quality, and integration of work results. Performance is a result achieved by workers in their work according to certain criteria that apply to a job that will be fulfilled if the development of HR management in implementing management functions in accordance with the needs of abilities through increased education, skills through training, increased discipline and based on work and a high work ethic that can adjust well in the work environment, coworkers and with superiors or subordinates who direct employees to perform better.

Many previous studies have revealed that remuneration, work discipline, and motivation are important factors that affect employee performance. In a study conducted by Tariq et al. (2018), it was found that remuneration, work discipline, and motivation have a positive relationship with employee performance. This research was conducted in a manufacturing company in Pakistan with 100 respondents. The results of the study indicate that the remuneration variable has a significant effect on employee performance. This can happen because the remuneration provided by the company to employees can motivate them to work better. In this case, remuneration can be a tool to improve employee performance. In addition, the study also shows that work discipline has a significant influence on employee performance. In this case, good work discipline can improve the efficiency and effectiveness of employee performance. Conversely, poor work discipline can hinder employee performance and reduce company productivity. Research conducted by Khan et al. (2019) also shows that motivation has a significant influence on employee performance. This research was conducted in a service company in Pakistan with 150 respondents. The results of the study indicate that high motivation can improve employee performance and vice versa, low motivation can reduce employee performance.

In research conducted by Li et al. (2020), found that remuneration, work discipline, and motivation have a significant influence on employee performance in the public sector in China. This study used 300 respondents. The results of the study indicate that the variables of remuneration, work discipline, and motivation together have a significant influence on employee performance. The results of previous studies show that remuneration, work discipline, and motivation have a significant influence on employee performance. However, the results of these studies may differ depending on different contexts and conditions. A study conducted by Mulyadi (2019) showed that remuneration, work discipline, and motivation do not have a significant influence on employee performance in a manufacturing company in Indonesia.

However, Mulyadi's (2019) research also showed that these variables have a significant influence on employee job satisfaction. In addition, another study conducted by Herawati (2018) at Pemalang Regency Hospital found that remuneration, work discipline, and motivation have a positive and significant effect on employee performance. However, the motivation variable has the most dominant influence on employee performance. The results of this study also show that fair and transparent remuneration can increase employee motivation and work discipline, which in turn will improve their performance. Based on the results of the above studies, there are similarities in the findings that remuneration, work discipline, and motivation have a positive and significant effect on employee performance. However, each study found different variables as the most dominant variables affecting

employee performance. Therefore, this study will examine the role of each of these variables in influencing employee performance

Based on previous studies, it can be concluded that remuneration, work discipline, and motivation have a positive and significant effect on employee performance. Herawati's (2018) research results show that motivation has the most dominant influence on employee performance, while other studies show different variables as the most dominant variables. Therefore, this study aims to examine the role of each of these variables in influencing employee performance. Efforts to improve the performance of employees of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan are largely determined by the implementation of management development, so that the form of performance assessment must be in accordance with the assessment of leaders who understand how to measure performance. Measurement of a performance carried out by the leadership in addition to measurement using measurements that are considered subjective, the objective assessment used today refers to the assessment of work quantity, work quality, efficiency and in essence the employee competency factor which includes the suitability of knowledge and skills in carrying out tasks will have an impact on employee performance as a manifestation of his achievements. The higher the suitability of a person's competence in their field of work, the higher the level of employee performance. In an effort to provide an explanation of the basis of thinking in this study, the authors try to put forward a framework in the form of a train of thought so that it can provide an overview of how the concept of the relationship between the independent variables and the dependent variable as well as provide solutions so that a way out in solving the main problems that are the central core in this study:

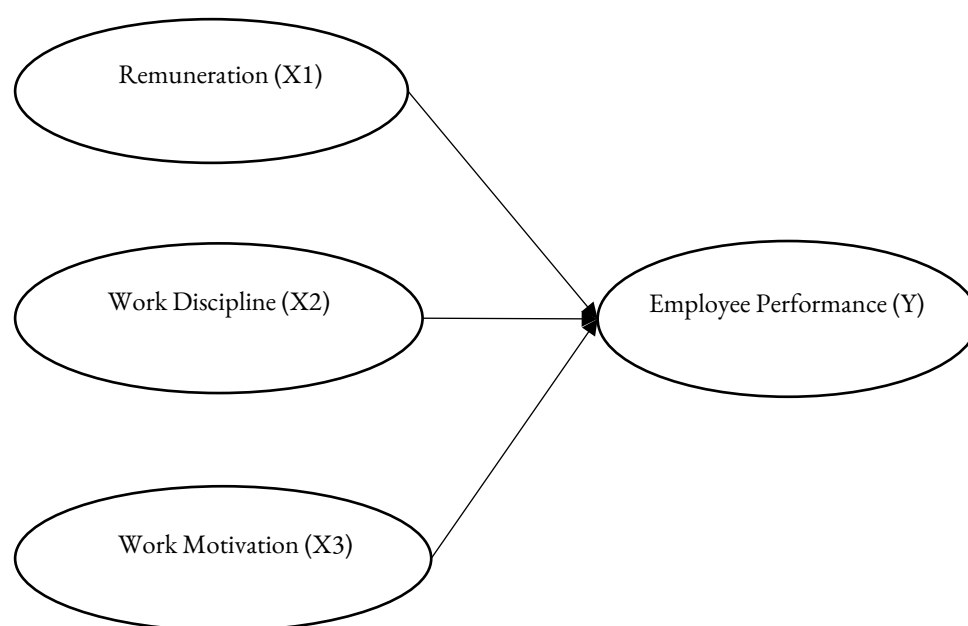


Figure 1. Conceptual Framework

Based on the description of the literature review, this study examines employee performance to determine whether each dimension of the independent variable will directly affect the performance of employees of the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan. The investigation is based on the following hypotheses:

- H1: Remuneration has a positive and significant effect on employee performance
- H2: Discipline has a positive and significant effect on employee performance
- H3: Work motivation affects the performance of employees

3. Research Method and Materials

The research conducted at the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan has succeeded in drawing 70 samples from a total population of 231 using the slovin sampling technique. The research respondents were 70 employees of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan, who were randomly selected to be the object of research. The analysis method used is descriptive analysis with the aim of describing the variables used in the study, including their mean values. To ensure data quality, reliability test and validity test were conducted. In addition, a classical assumption test consisting of data normality test, heteroscedasticity test, multicollinearity test, and autocorrelation test was also conducted. All of these tests were carried out to ensure the validity of the data used in the study. Data analysis was carried out using multiple linear regression analysis methods and hypothesis testing to test the effect of each independent variable on the dependent variable. The independent variables used in this study have been described previously using descriptive statistics. The coefficient of determination (R^2) test, partial regression test (t test), and simultaneous test (F test) were used to test the hypothesis in this study with the help of SPSS software. By using these tools, it is hoped that the research results obtained can be interpreted objectively and accurately. In order to ensure the reliability of the research results, researchers ensure that the research has been carried out with appropriate methods, the data used is verified for validity, and the analysis is carried out carefully and thoroughly. Thus, the results of this study can be used as a valid and reliable reference for stakeholders in the field of martyrdom.

4. Results and Discussion

4.1. Research Results

Based on the results of classical assumptions which include normality test, Multicollinearity test, Heterokedastisiitas test and Autocorrelation test, it shows that the multiple regression estimated has met the requirements of classical assumptions so that it is expected that the results will be good in analyzing the effect of Remuneration, Work Discipline and Motivation on the performance of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan. Testing of the regression results obtained is carried out simultaneously using the F-test and partial testing using the t-test for more details will be described below.

1) Simultaneous Hypothesis Testing (F-test)

Table 1: Simultaneous Hypothesis Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.550	3	1.183	23.121	0.000 ^b
	Residual	3.378	66	0.051		
	Total	6.928	69			

The data in the table shows that the F-count value obtained is 23.121, while the F-table at the 95% confidence interval or error rate ($\alpha = 0.05$) will be obtained at 2.74. Thus, the value of $F\text{-count} > F\text{-table}$ or $23.121 > 2.74$ which means, the independent variable simultaneously affects the dependent variable. Significance is high because 0.000 is smaller than the alpha level of 0.05. It can be concluded that simultaneously the variables of Remuneration, Work Discipline and Motivation have a positive and significant effect on the performance of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employees.

2) Partial Hypothesis Testing

Table 2: Partial Hypothesis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.189	.363		3.279	.002
Remuneration	.244	.101	.290	2.414	.019
Work Discipline	.224	.092	.269	2.445	.017
Work Motivation	.273	.113	.281	2.409	.019

Based on table 2, it is known that the multiple regression equation of this research model is as follows:

$$Y = 1.189 + 0.244X_1 + 0.224X_2 + 0.273X_3 + e$$

The magnitude of the contribution or contribution of the influence of the three independent variables is relatively large in influencing the performance of the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employees which can be shown through the determination index value (R^2) = 0.512 or 51.2% and there are still 48.8% of the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employee performance determined by other factors that are not included in the four variables of this study. The results can be seen in the table below:

Table 3: Partial Hypothesis Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.716 ^a	0.512	0.490	0.22623

4.2. Discussions

1) The effect of remuneration on the performance of employees of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan

Based on the results of hypothesis testing, it is known that remuneration directly has a positive and significant effect on the performance of employees of the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan based on the facts found at the research site. This result can be evidenced from the significance value of $0.019 < 0.05$, and the calculated t value of 2.414, which shows that if employee remuneration can be increased, it can also improve the performance of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employees. The results showed that the remuneration variable had a significant effect on employee performance. Thus, it means that the remuneration variable has a positive influence on employee performance. This means that remuneration owned by employees has a positive impact on employee performance. Remuneration is a reward given to employees based on grading or position position and performance generated. Providing remuneration is very important for employees to stimulate someone to do work beyond what the organization wants. In addition, remuneration also serves as an award to employees who have done a job that has been determined by the leadership. Remuneration is one of the bureaucratic reform programs. The provision of remuneration was enacted in 2007. The existence of remuneration is beneficial for agencies and employees, the remuneration program itself is the most successful way to improve employee performance because it is directly related to performance and rewards. The remuneration program is expected to create conditions that keep employees motivated. Employee motivation is no less important in contributing to an agency. Motivation is the willingness to give more effort to achieve organizational goals, which is caused by the willingness to satisfy

individual needs (Robbins et al., 2007). In this study, it has proven that remuneration owned by employees through remuneration given is feasible or reasonable, remuneration given is fair or balanced, remuneration given according to the weight of the work, remuneration received according to the length of service, remuneration determination needs to be related to work performance. The results of this study are supported by the theory of Robbins et al. (2007) The provision of remuneration is expected to form conditions that keep employees motivated. Employee motivation is no less important in contributing to an agency to achieve organizational goals, which is caused by the willingness to satisfy individual needs (Robbins et al., 2007).

2) The Effect of Work Discipline on Employee Performance of the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan

Based on the results of hypothesis testing, it is known that discipline directly has a positive and significant effect on the performance of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employees based on the facts found at the research site. This result can be evidenced from the significance value of $0.017 < 0.05$, and the calculated t-value of 2.445, which shows that if employee discipline can be improved, it can also improve the performance of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employees. The effect of discipline on empowerment based on the results of this study emphasizes how to apply high discipline in carrying out their duties as employees. The main focus of discipline is the expected obedience of employees in carrying out their duties in accordance with these applicable provisions and in addition, there is also appropriate treatment if employees can carry out their duties properly and sanctions for those who violate these provisions.

Although the results of this study indicate a significant effect, when viewed from the percentage of influence there is still a group of employees who have a low attendance rate, so that it still requires continuous and continuous efforts to improve and increase awareness. With these efforts, it is hoped that it will be able to create an increase in discipline that can increase the strengthening of employee empowerment. The results of this study can be said to support the theoretical concept put forward by (Notoatmojo, 2002) which says that discipline is an attitude and behavior that can be shown by every worker or employee in complying with the provisions and rules that have been set to achieve organizational goals. In addition, this study has also supported the results of Gani's research (2018) which found that work discipline has a positive and significant effect on the work performance of technical officers at the Maros Regency Agriculture Office and also the results of Liyas & Primadi's research (2017) which found that discipline affects employee performance at the Regional Secretariat Office of Wajo Regency. Based on the description above, it can prove that employee performance, has implemented work discipline based on attendance adjusted to working hour regulations, implementation of tasks is always guided by applicable regulations, high work discipline ability in carrying out tasks, consistency in reporting work results to superiors in accordance with actual circumstances, and can be a good example for fellow employees because they have high work discipline.

3) The Effect of Motivation on Employee Performance of the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan

Based on the results of hypothesis testing, it is known that motivation directly has a positive and significant effect on the performance of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employees based on the facts found at the research site. This result can be evidenced from the significance value of $0.019 < 0.05$, and the calculated t-value of 2.409, which shows that if employee motivation can be increased, it can also improve the performance of Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan employees. Work motivation is owned by every human being, but there are some people who work harder than others. Most people are willing to work harder if they do not encounter obstacles in realizing what is expected. As long as the drive is strong, the greater the chance that individuals will be more consistent with work goals. There are also those who prefer the encouragement of work without expecting rewards, because

they find pleasure and happiness in the acquisition of the conditions faced in overcoming difficult situations. The significant influence of the motivation variable on employee performance is largely determined by the magnitude of the role of the indicators that make it up. Employees whose needs are met, including their physiological needs, needs for security at work, social needs, needs for appreciation, and needs for self-actualization, will certainly make employees satisfied so that they motivate employees to work optimally as expected. Therefore, these five indicators have been able to form a motivation variable in supporting the improvement of employee performance at the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan.

The results of this study are in line with the theory put forward by (Manullang, 2002) that motivation is the provision of work enthusiasm to employees. By providing motivation, it is intended to provide stimulating power to the employee concerned so that the employee can work with all his power and efforts. The same thing was also stated by Siagian (2003) that motivation is a factor driving people to act in a certain way. The importance of motivation for employees is because motivation is what causes, channels and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. Maslow's theory in Donnelly Jr et al. (1985) developed a theory of motivation known as the hierarchy of needs including physiological needs, safety and security; the need for freedom from threats, namely safety from environmental threats or events, a sense of belonging, social and love, the need for friends, affiliation, interaction and love, self-esteem, the need for self-esteem and appreciation of others, self-realization, the need to fulfill oneself by maximizing the use of abilities, skills and potential. Maslow's theory assumes that people try to meet more basic needs (physiological) before leading to behavior to meet higher needs (self-realization). All indicators that make up the motivation variable are proven to have a significant effect. The significant effect shown by these indicators is based on the nature of human work not only to maintain its survival, but more importantly to achieve a better standard of living. Thus, motivation is a series of attitudes and values that can influence individuals to achieve specific things in accordance with individual goals and overall organizational goals. Therefore, motivation is an absolute requirement to be considered, because it is a benchmark in improving employee performance at the Office of Syahbandar and Port Authority (KSOP) Class IV Sintete West Kalimantan. Furthermore, empirical evidence linking motivation with performance shows results consistent with this study, such as research conducted by Harlie (2016) and Palagia et al., (2012) that motivation provides a dominant influence on employee performance. Thus, the empirical finding resulting from this study is that there is a significant relationship between motivation and job satisfaction. The implications of the results of this study on science supported by empirical studies (previous research) provide the same results, namely motivation has a significant effect on employee performance. Thus, this research can be used as a reference for further research. Theories about motivation and performance apply or are proven.

5. Conclusion

Employee performance is an important factor in the success of an organization or company. Employees who have good performance will contribute positively to the company. Therefore, companies need to pay attention to factors that can affect employee performance, such as remuneration, work discipline, and motivation. A good remuneration or payroll system can affect employee motivation and job satisfaction. High work discipline can also improve employee performance and reduce absenteeism and tardiness. Meanwhile, motivation, both intrinsic and extrinsic, can affect the level of productivity and creativity of employees. However, there are still few studies that comprehensively examine the influence of these three factors on employee performance. Therefore, this study aims to analyze the effect of remuneration, work discipline, and motivation on employee performance. In this study, remuneration is measured by the financial compensation received by employees, including salaries, allowances, and incentives. Work discipline is measured by employee tardiness and absenteeism. Meanwhile, motivation is measured by the level of job satisfaction, perception of the work environment, and the desire to achieve work goals. In this study, the effect of remuneration, work discipline, and motivation on employee performance in a company has been analyzed. From the results of the analysis conducted using multiple linear regression analysis with the

help of SPSS, it was found that the three variables had a significant positive influence on employee performance. These results indicate that the importance of proper remuneration and motivation management in improving employee performance. Therefore, companies need to pay attention to these factors in an effort to improve employee performance and achieve organizational goals. Good work discipline also remains an important factor that must be considered.

However, keep in mind that this study was only conducted in one company so the results cannot be generalized to other companies. In addition, this study also has limitations in variable measurement and analysis techniques used. Therefore, further research can be conducted to develop these findings and broaden the understanding of the factors that influence employee performance.

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