Effect Of Compensation, And Training On Work Discipline And Its Impact On Employee Performance Of The Regional Research And Development Planning Agency In Dharmasraya Regency

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ABSTRACT
This study tries to test the Effect of Compensation, and Training on Work Discipline and its impact on the Employee Performance of the Regional Research and Development Planning Agency in Dharmasraya Regency. This study uses descriptive quantitative methods. The study population consisted of 22 people from employees. To obtain a valid and realistic instrument, the validity and reliability test, normality test, multicollinearity test and heterocedasticity test were tested. The data analysis technique used is linear regression analysis, t test, f test, determination coefficient, and path analysis using the SPSS program, with α = 0.05. The results of the study showed that Compensation and Training were able to improve the Discipline of employees of BAPPEDA in Dharmasraya Regency. Then Compensation, Training and Discipline were able to improve the performance of employees of BAPPPEDA in Dharmasraya Regency. In addition, Discipline is able to increase the influence of Compensation and Training on the performance of employees of BAPPPEDA in Dharmasraya Regency. The empirical findings indicate that to improve the performance of employees of BAPPPEDA in Dharmasraya District, it is necessary to pay attention and focus more on improving Compensation, Training and Work Discipline.

Keywords: Compensation, Training, Discipline, Employee Performance

INTRODUCTION
In the perspective of Local Government organizations, aspects of employee performance are very important because they are a measure of the level of achievement of activities in the administration of government functions, implementation of development and services and guidance to the community. One of the problems faced by the Government at this time, especially the Regional Research and Development Planning Agency of Dharmasraya Regency in an effort to improve performance is the limited financial capacity and quality of the human resources of the apparatur.

On the other hand, every leader in a government organization really wants the task and function of the organization to work in accordance with the agreed performance contract. In this case, all the resources owned by the organization must be utilized to achieve organizational goals.

In establishing the Mission, the Regional Research and Development Planning Board of Dharmasraya Regency also set out the medium-term objectives of the OPD, namely for 2016 up to 2021. In addition, targets were also set for the actions to be taken to achieve these objectives

and focus on the preparation of activities which are specific, detailed, measurable and achievable.

Table 1 Work targets and indicators as well as the performance achievements of the Regional Research and Development Planning Agency of Dharmasraya Regency in 2017

No	Goal	Target Indicators	Target	Achievements	% Achievements
1	Increased quality of regional development planning	Ppercentage of conformity of RKPD to RPJMD	100	95	95
		Percentage of APBD Compliance with RKPD	100	66,28	66,28
		Percentage of sub-district musrenbang results accommodated in the RKPD	25	10	40
2	Increased control and evaluation of regional development	Percentage of achievement of RKPD targets and targets on RPJMD	95	70,5	74,21
		Percentage of achievement of annual development targets and targets	95	84,14	88,57
3	Increased availability of quality development data	Percentage of data availability supporting regional planning	90	70	77,78

Research purposes

Based on the formulation of the problem above, a number of research objectives can be arranged as follows:

1. Test the effect of compensation on the Work Discipline of Regional Planning, Research and Development Staff of Dharmasraya Regency.
2. Test the influence of Education and Training on the Discipline of Work of the Regional Planning, Research and Floating Agency of Dharmasraya Regency.
3. Test the influence of Employee Work Discipline on the performance of the Planning Agency's Staff, Regional Research and Development in Dharasaraya Regency.
4. Test the effect of compensation on the performance of the Regional Planning, Research and Development Staff of the Dharmasraya Regency.
5. Test the influence of Diklat on the performance of the Regional Planning, Research and Development Staff of Dharmasaraya Regency.
6. Test the influence of Employee Work Discipline as an intervening variable between compensation and the performance of the Planning Agency, Research and Development staff in the Regency of Dharmasraya.
7. Test the influence of Employee Work Discipline as an intervening variable between Education and Training and the performance of the Planning, Research and Development Agency staff in the Dharmasraya Regency area.

LITERATURE REVIEW

Performance

Performance is often referred to as a measure of achievement or the level of success of individuals and groups of individuals. Performance can be known if the individual or group of individuals has established success criteria. This success criterion is in the form of specific goals or targets to be achieved. Without a goal or target, the performance of a person or organization cannot be known because there are no benchmarks.

This is also supported by the opinion of Hasibuan (2013,171), meaning that employee performance refers to the ability of employees to carry out the overall tasks that are their responsibility. These tasks are usually based on indicators of success that have been implemented.

According to Mangkunegara (2013,59), Performance can be defined as the results of work in the quality and quantity that can be achieved by an employee in carrying out tasks according to the responsibilities given to him. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the objectives of the organization concerned legally, not violating the law and in accordance with norms and ethics (Prawirosentono, 2011 , 98).

Compensation
Everyone basically works to get money to fulfill their needs. An employee who works for a company will work hard and increasingly show loyalty to the company to get the rewards as desired and therefore the company provides remuneration for the performance of these employees to the company by providing compensation. One way of management to improve work performance, motivate and improve employee performance is through compensation (Mathis and Jackson, 2011,213).

Compensation is the overall arrangement of giving remuneration for employers and employees both financial and non-financial. According to Siswanto (2012,234), compensation is anything that an employee receives as a reward for the contribution of energy and thought that has been donated to the organization. Hasibuan (2013,312) says that compensation is all income in the form of money, goods directly or indirectly received by employees in return for remuneration given to the company.

Discipline
Newman and Richard s (Buchari, 2011, 168) say that discipline is an action designed to correct employee irregularities from organizational rules, procedures, and norms. This term implies punishment, although often the situation is not so

According to Nitisemito (2011,238), discipline is interpreted as an attitude, behavior or action that is in accordance with the rules, both written and unwritten rules. Besides that, Dessler (2012,269) said that discipline is essentially an earnest obedience that is supported by the awareness to fulfill duties, obligations and behave accordingly according to the rules or behavior that apply in a particular environment.

Diklat
Diklat is one form of employee development that ultimately can impact on improving employee welfare and developing an organization. As it is known that the pressure to organize education and training comes from several factors, including the gap in the ability of employees in positions with existing realities, meeting the demands of existing external developments or improving services, the training process must be oriented to these needs.

Whereas according to Robbin (2011: 327) Training is an activity from a school or agency that intends to be able to improve and develop attitudes, behavior, skills and knowledge of employees

As an indicator of Education and Training in this study proposes to the opinion of Gomez (2009; 207) that there are several indicators that will be the objectives of Education and Training including; 1) Work orientation, 2) Job skills, 3) Management skills, 4) General Education

Population and Sample Determination
According to Sugiyono (2011,36) the population is a generalization region consisting of objects or subjects that become certain quantities and characteristics set by researchers to be studied and then conclusions drawn. Whereas according to Sekaran (2011.71) population refers to the entire group of people, events a problem on hand. From this understanding in general can be translated that the population is a group of people, events or something that attracts the attention of researchers to be investigated.

The target population (target population) is a specific population that is relevant to the purpose of the study or research problem or population to be studied (Mangunsidi, 2012,16). The target population in this study were all 33 people of the Regional Research and Development Planning Agency of Dharmasraya Regency and this number was outside the head of the Regional Development and Research Planning Agency of Dharmasraya Regency. Considering the population is less than 100, then the entire population will be sampled in this study, 33 as a saturated sample or a total sample.

Types and Data Sources
To obtain data in this study two data collection techniques were used, namely;
1. Library data collection techniques.
    This technique is used to collect data about theories, concepts related to variables from relevant books / literature.
2. Field data collection techniques.
    This technique is used to find empirical data. By using a questionnaire (questionnaire). Questionnaires are arranged according to the Likert scale model, which is formulated in continuum form with five categories namely Strongly Agree (SS), Agree (5), Doubtful (3), Disagree (TS) and Strongly Disagree (STS). The statements stated are qualitative and for analysis purposes, the collected data is converted into quantitative data. Changing this data was adjusted to the nature, the statement that the SS answer was given a score of 5, S was given a score of 4, TS was given a score of 3, KS was given a score of 2 STS given a score of

Data Analysis Techniques
A. Partial hypothesis testing (t test)
    The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.
B. Simultaneous Hypothesis Testing (Test F)
    The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.
C. Path Analysis
    Path analysis alone does not determine causal relationships and also cannot be used as a substitute for researchers to see causality between variables. Inter-variable causality relationships have been formed with models based on theoretical foundations. What is

done by path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the hypothesis of imaginary causality.

Test Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variable *(path analysis).*

RESULTS AND DISCUSSION

Partial Hypothesis Testing (t Test)

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

It is known that t table = t (α / 2; n-k-1) = t (0.025; 30) = 2.042, the table is obtained as follows:

Table 2
Test Results t

Variabel Relationship		t-count	t-table	Sig.	Alpha	Result
Compensation	Discipline	2,511	2,042	0,017	0,05	signifikan
Diklat	Discipline	2,714	2,042	0,011	0,05	signifikan
Discipline	Performance	2,092	2,042	0,045	0,05	signifikan
Compensation	Performance	3,189	2,042	0,003	0,05	signifikan
Diklat	Performance	2,552	2,042	0,016	0,05	signifikan

Based on the table above can be explained as follows:
1. Testing the first hypothesis (H_1) is accepted.
   There is a partial influence between the variables of Compensation and Discipline.
2. Testing the second hypothesis (H_2) is accepted.
   There is a partial influence between the Training and Discipline variables.
3. The third hypothesis testing (H_3) is accepted.
   There is a partial influence between the variables of Discipline and Performance.
4. Testing the fourth hypothesis (H_4) is accepted.
   There is a partial influence between the variables of Compensation and Performance.
5. Testing the fifth hypothesis (H_5) is accepted.
   There is a partial effect between Training and Performance variables.

Simultaneous Hypothesis Testing (Test F)

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

F table = F (k; n-k) = F (2; 31) = 3.30

Table 3
Test Results F

Variabel Relationship		F-count	F-table	Sig.	Alpha	Result
Compensation and diklat	Discipline	5,412	3,30	0,010	0,05	signifikan
Compensation and diklat	Performance	6,779	3,30	0,004	0,05	signifikan

Based on the table above can be explained as follows:
a. Based on the above output it is known that the significance value for the effect of Compensation and Training simultaneously on Performance is equal to 0.004 <0.05 and F count 6.779> 3.30, so it can be concluded that there are simultaneous effects of Compensation and Training on performance.
b. Based on the above output, it is known that the significance value for the influence of Compensation and Training simultaneously on Discipline is 0.010 <0.05 and F count 5.412> 3.30, so it can be concluded that there is a simultaneous influence of Compensation and Training on Discipline.

Path Analysis
Path Model Coefficient 1
Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

Table 4
Significant level results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,559	9,089		2,482	,019
	Compensation	,187	,108	,290	3,660	,022
	Diklat	,350	,177	,333	2,902	,041

a. Dependent Variable: Discipline

Based on the table above, it was obtained that:
1. The significance value of the Compensation variable (X_1) = 0.022 <0.05, this means that directly there is no significant effect of Compensation (X_1) on Discipline (X_2).
2. While the Diklat variable (X_3) = 0.041 <0.05, this means that directly there is no significant effect of Diklat (X_3) on Discipline (X_2).

Table 5
Significant level results
Model Summary

| Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,515[a]	,265	,216	4,09128

a. Predictors: (Constant), DIKLAT, COMPENSATION

3. While the value of R^2 (R Square) contained in the Model Summary table is 0.265 which gives the meaning that the contribution of variables X_1 and X_3 to X_2 is 26.5% and the remaining 73.5% is the contribution of other variables that are not included in the study. And from the value of R^2, obtained e1 by means of e1 = $\sqrt{(1 - 0.265)}$ = 0.857

Based on the results above, the structural equation is obtained:

$$X_2 = 0{,}290.X_1 + 0{,}333.X_3 + 0{,}857$$

From the processing of the data above, it can be obtained Model I Path Diagram, as follows:

Figure 1
Model I - Path Analysis
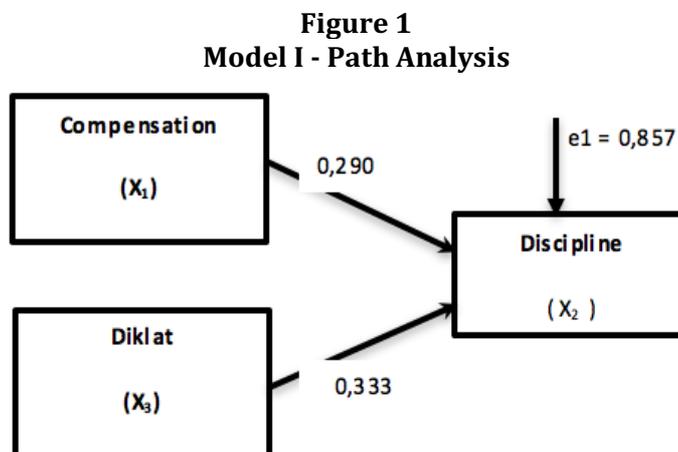
Path Model 2 coefficient

Multiple linear regression analysis is still used in the next study to obtain the model two path coefficients, with the aim to determine whether there is an influence of independent variables (Compensation and Training) and intervening variables (Discipline) on the dependent variable (performance). Can be seen in the table below:

Table 6
Linear regression test results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,220	7,378		3,825	,001
	COMPENSATION	,180	,084	,371	3,149	,040
	DIKLAT	,191	,139	,241	2,736	,021
	DISCIPLINE	,071	,135	,094	3,143	,037

a. Dependent Variable: PERFORMANCE

Based on the table above obtained:
1. The significance value of the Compensation variable (X_1) = 0.040 <0.05, This means that directly Compensation (X_1) has a significant effect on Performance (Y).
2. The significance value of the Diklat variable (X_3) = 0.180> 0.05, which means that directly Diklat (X_3) does not have a significant effect on Performance (Y).
3. The significance value of the Discipline variable (X_2) = 0.605> 0.05 which means that directly Discipline (X_2) does not have a significant effect on Performance (Y).

Table 7
Significant level results
Model Summary

| Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,564a	,318	,247	3,02515

a. Predictors: (Constant), DISCIPLNE, COMPENSATION, DIKLAT

The value of R^2 contained in the Model Summary table is 0.318 which gives the meaning that the contribution of variables X_1, X_2 and X3 to Y is equal to 31.8% and the remaining 68.2% is the contribution of other variables that not included in the study. And from the value of R^2 obtained e^2, by means of $e^2 = \sqrt{(1 - 0,318)} = 0,825$

Based on the results above, the structural equation is obtained:

$$Y = 0.371.X_1 + 0.094.X_2 + 0.241.X_3 + 0.825$$

From the processing of the data above, it can be obtained Model I Path Diagram, as follows:

Figure 2
Model 2 - Path Analysis
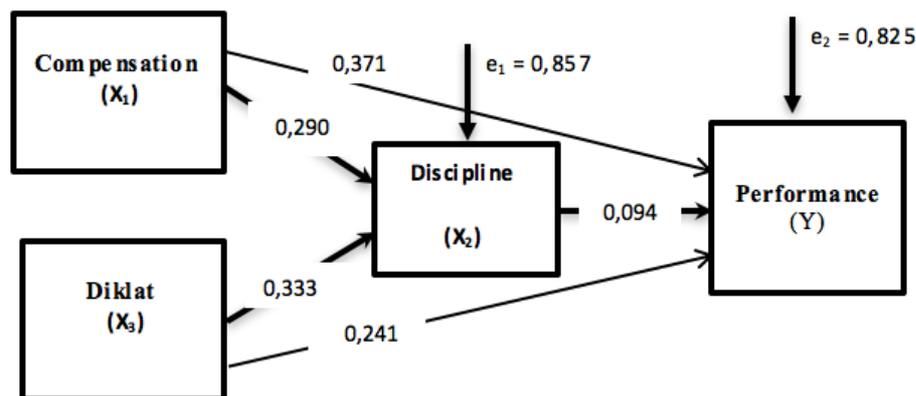
Test Direct and Indirect Effects
Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variables, path analysis method is used. Path analysis is an extension of regression analysis to estimate the causality relationship between previously defined variables based on theory (Ghozali, 2011). The following is the path analysis to test the relationship between Compensation and Training and Education on performance and whether the relationship of Compensation and Training to performance is mediated by Discipline with the image below.

Figure 3
Path Analysis Model
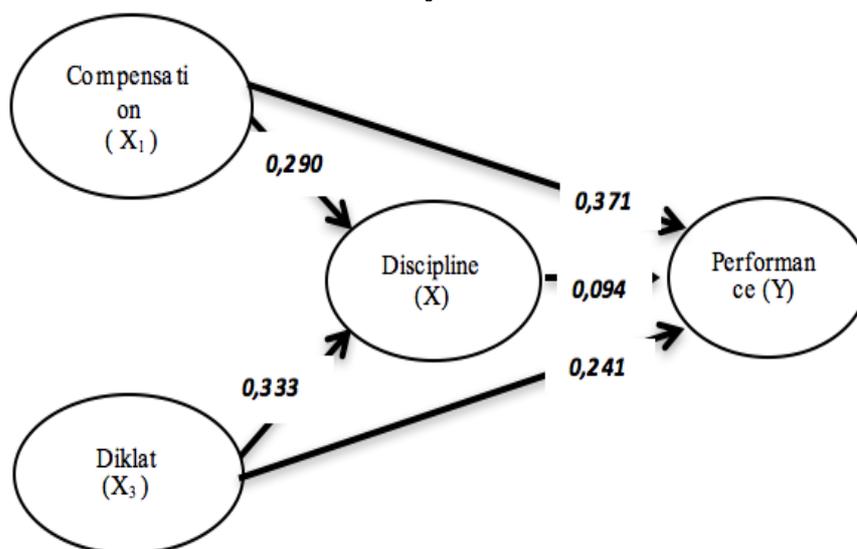
Based on the picture above can be calculated indirect effects between independent and bound variables through intervening variables as follows:

a. Sixth hypothesis testing (H6) is accepted.

Analysis of the effect of X_1 through X_2 on Y. It is known that the direct effect given by X_1 on Y is 0.371. While the indirect effect of X_1 through X_2 on Y is the multiplication between the value of beta X_1 to X_2 with the value of beta X_2 to Y, namely: 0.290 x 0.094 = 0.027. Then the total influence given X1 to Y is the direct effect added by indirect effects namely: 0.371 + 0.027 = 0.398. Based on the results of these calculations, it is known that the direct effect value is 0.371 and the indirect effect is 0.398 which means that the value of the indirect effect is greater than the value of the direct effect, this result indicates that indirectly the X_2 variable gives an effect on X_1 to Y.

b. Testing the seventh hypothesis (H7) is accepted.

Analysis of the effect of X_3 through X_2 on Y. It is known that the direct effect given by X_3 on Y is 0.241. While the indirect effect of X_3 through I on Y is the multiplication between the value of beta X_3 to X_2 with the value of beta X2 to Y, namely: 0.333 x 0.094 = 0.031. Then the total effect given by X_3 on Y is the direct effect added by indirect effects, namely: 0.241 + 0.031 = 0.272, Based on the results of the calculation it is known that the direct effect value is 0.241 and indirect influence is 0.272 which means that the value of indirect influence is greater than the value of direct influence, this result shows that indirectly the variable X_2 gives an increase in the effect of variable X_3 on Y.

CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Compensation and Diklat have a partially significant effect on Disipilin Staff BAPPEDA Dharmasraya Regency. This means that Compensation and Education and Training are able to improve the Discipline of employees of the BAPPEDA in Dharmasraya Regency.
2. Compensation, Training and Discipline partially had a significant effect on the Performance of Employees of BAPPPEDA in Dharmasraya Regency. . This means that Compensation, Training and Discipline is able to improve the performance of employees of BAPPPEDA in Dharmasraya Regency.

3. Discipline as an intervening variable has a significant effect between Compensation and Training and on the performance of BAPPPEDA Employees in Dharmasraya Regency. This means that Discipline is able to increase the influence of Compensation and Training on the performance of employees of BAPPPEDA Kabupaten Dharmasraya.

SUGGESTION

Based on the findings and conclusions of the study. For this reason, the authors propose the following suggestions:

1. Because all independent variables are proven to have an influence on the dependent variable, the leader needs to be more focused on paying attention to the factors of Compensation, Training and Discipline in order to better improve the performance of employees of BAPPPEDA Kabupaten Dharmasraya

2. Based on the r square calculation, it can be seen that Compensation, Training and Discipline only contributed 31.8%, so the remaining around 68.2% could be used as other researchers as material for further study activities in conducting subsequent research to expand and develop research variables that researchers haven't done.

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