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**THE EFFECT OF REMUNERATION AND WORK DISCIPLINE ON THE PERFORMANCE OF MEMBERS OF THE NATIONAL POLICE UNIT OF THE SAMAPTA DIRECTORATE OF NORTH SULAWESI POLICE***PENGARUH REMUNERASI DAN DISIPLIN KERJA TERHADAP KINERJA ANGGOTA POLRI KESATUAN SAMAPTA PADA POLDA SULAWESI UTARA*

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**Abstract:** This study aims to determine the remuneration and work discipline on the performance of members of the National Police Unit of the Samapta Directorate of North Sulawesi Police. Remuneration Variable is tested using 4 indicators, Work Discipline Variable uses 7 indicators, and Employee Performance Variable is tested using 7 indicators. This research methodology uses purposive sampling. The research approach used in this study is a comparative quantitative method. The sampling technique used was with an infinite population and a sample of 86 respondents. In determining the sample size in this study is based on the determination of samples developed by Rosque. Data collection techniques are carried out by making observations to the field and distributing respondent questionnaires, using multiple linear regression. The calculation result is obtained that the calculated value is greater than the table value. So  $H_0$  is rejected and  $H_a$  is accepted, which means that Remuneration and Work Discipline have a significant effect on employee performance.

**Keywords:** remuneration, work discipline, performance.

**Abstrak:** Penelitian ini bertujuan untuk mengetahui remunerasi dan disiplin kerja terhadap kinerja anggota Satuan Kepolisian Negara Direktorat Samapta Polda Sulut. Variabel Remunerasi diuji menggunakan 4 indikator, Variabel Disiplin Kerja menggunakan 7 indikator, dan Variabel Kinerja Pegawai diuji menggunakan 7 indikator. Metodologi penelitian ini menggunakan purposive sampling. Pendekatan penelitian yang digunakan dalam penelitian ini adalah metode kuantitatif komparatif. Teknik pengambilan sampel yang digunakan adalah dengan populasi tak terhingga dan sampel sebanyak 86 responden. Dalam menentukan besarnya sampel pada penelitian ini didasarkan pada penentuan sampel yang dikembangkan oleh Rosque. Teknik pengumpulan data dilakukan dengan melakukan observasi ke lapangan dan menyebarkan kuesioner kepada responden, menggunakan regresi linier berganda. Hasil perhitungan diperoleh nilai hitung lebih besar dari nilai tabel. Maka  $H_0$  ditolak dan  $H_a$  diterima yang berarti Remunerasi dan Disiplin Kerja berpengaruh signifikan terhadap Kinerja Pegawai.

**Kata Kunci:** remunerasi, disiplin kerja, kinerja

## INTRODUCTION

### Research Background

Human resources are the most important aspect in a company or agency. The role of members is as a planner and actor in realizing the goals of the company or agency. By working they get a reward of income, salary or wages as compensation given from the results of hard work or services at the company. When the provision of compensation runs smoothly and in accordance with the plan, the next stage that is expected is an increase in employee performance. Performance is an important aspect in efforts to achieve company goals. If the performance of employees or members is good, then the company or agency will be able to realize the desired goals. According to Hasibuan (2012: 94), performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Meanwhile, according to Fahmi

(2016:177), implementing performance is a science that combines art in it to apply a management concept that has a representative and aspirational level of flexibility in order to realize the company's vision and mission by utilizing the people in the organization optimally

Remuneration is from the compensation given by the company to employees. According to Handoko (2013) Compensation is everything that members receive in return for their work. As implemented in the National Police of the Republic of Indonesia with Law No.17 of 2007, concerning the Long-term National Development Plan 2005-2025 and the Regulation of the Minister of Agriculture PAN, Number: PER/15/M.PAN/7/2008, concerning General Guidelines for Bureaucratic Reform. Remuneration Policy is intended for all Civil Servants in all Government Institutions. Regulation of the Chief of the National Police of the Republic of Indonesia Number 6 of 2011 concerning Procedures for Providing Performance Allowances for Public Servants within the National Police of the Republic of Indonesia.

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In addition to remuneration, Work Discipline also affects employee performance. According to Mangkunegara (2012), Work Discipline can be interpreted as the implementation of management to strengthen organizational guidelines, and as for according to Hasibuan (2014), in an organization generally individuals who are in it are aware of the norms or rules of the organization and they are aware of the demands of compliance with these norms or rules. Work Discipline is an important capital to achieve the main objectives of the agency. Work Discipline is an important capital to achieve the main objectives of the agency.

Work discipline owned by a member will greatly affect the performance of the member himself. Members who do not have good discipline will allow them to perform poorly or vice versa

The North Sulawesi Regional Police is an acting agency of the Indonesian National Police. Like other companies or agencies, the North Sulawesi Regional Police also needs to improve the performance of members, Remuneration which in the end is expected to be able to improve the performance of its members. However, of all members of the Directorate of Samapta Polda North Sulawesi, there are some members who are not disciplined in their work, for example late following the apple, not coming to work for several days without clear permission, and there are some who do not use official clothes that are in accordance with their duties at work which will have an impact on the performance of the Directorate of Samapta Polda North Sulawesi.

### **Research Objectives**

1. To find out whether remuneration and work discipline simultaneously affect the performance of members of the North Sulawesi Police Directorate.
2. To find out whether remuneration affects the performance of members of the North Sulawesi Police Directorate.
3. To find out whether work discipline affects the performance of members of the North Sulawesi Police Directorate.

## **THEORETICAL FRAMEWORK**

### **Human Resourch Management**

According to Furqan (2016), Human resources who work in an organization are also called personnel, labor, employees and employees. According to Sutrisno (2014:3), Human resources are employees who are ready, capable, and alert in achieving organizational goals. Meanwhile, according to Kasmir (2016: 6), Human resources are a process of human management, through planning, recruitment, selection, training, development, compensation, career, safety and welfare as well as maintaining industrial relations until termination of employment in order to achieve company goals and improve stakeholder welfare. According to Hasibuan (2014), Human resources themselves are the science and art that regulate the relationships and roles of the workforce to effectively and efficiently help realize the goals of the company, employees and society.

**Remuneration**

Remuneration is part of the compensation provided by the agency to its members. According to Handoko (2010), Compensation is everything that members receive in return for their work. According to Mangkuprawira (2017), Remuneration means "something" received by employees in return for contributions that have been given to the organization where they work. Remuneration has a broader meaning than salary, encompassing all forms of rewards either directly or indirectly.

**Work Discipline**

According to Sinambela (2018), Work discipline is a person's work ability to regularly, diligently continuously and work in accordance with applicable rules and not violate established rules. According to Heidjrachman and Husnan in Sinambela (2012), means that every individual and group guarantees obedience to "orders" and takes the initiative to perform a necessary action if there is no "order".

**Performance**

According to Fahmi (2016:177), performance management is a science that combines art in it to apply performance is a science that combines art in it for management concepts that have a representative and aspirational level of flexibility to realize the company's vision and mission by utilizing the people in the organization optimally. According to Mangkunegara (2012:67), Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

**Previous Research**

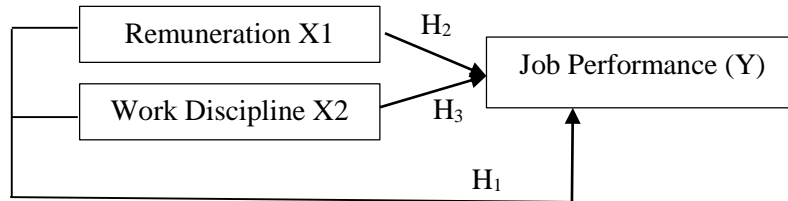
Pane, Taba and Masepe (2020) examined the impact of remuneration, work motivation, and work discipline on job satisfaction, as well as their influence on employee performance. Additionally, the study analyzed the role of job satisfaction as a mediator between these factors and performance in the BKD South Sulawesi Province. Using a quantitative research design, the study assessed the mediating variable's impact on the independent variable's influence on the dependent variable. The research was conducted at the Office of the Regional Personnel Agency, with a total population of 129 employees. Employing the Slovin formula, a sample size of 98 respondents was obtained. Questionnaires were used for data collection, and path analysis was applied for data analysis. The findings indicated that remuneration, work motivation, and work discipline positively and significantly affected employee job satisfaction. Moreover, the analysis revealed that remuneration, work motivation, work discipline, and job satisfaction had a positive and significant impact on employee performance. The Sobel test analysis confirmed that job satisfaction mediated the relationship between remuneration, work motivation, work discipline, and employee performance at the BKD Office of South Sulawesi Province.

Wirya (2019) analyzed and explained the influence of compensation, and work environment to work discipline and employee performance Mini Mart in Denpasar City. The sample of the study is from all employees of the operational department, especially the commercial staff who work in Mini Mart Denpasar City that is as many as 35 employees. The data are primary data obtained from the questionnaire to find out the respondent's perception about the variables studied and secondary data obtained from books, references, documents and other information available in Mini Mart in Denpasar City. Testing research hypothesis is done using Partial Least Square (PLS) application. The results showed that compensation has a positive and significant effect on work discipline. Work environment have positive and significant effect to work discipline. Compensation has a positive and significant effect on performance. The work environment has a positive and significant impact on performance. Work discipline has a positive and significant impact on performance. Work discipline mediates partially between compensation and performance, and the work discipline mediates partially between the working environment and the performance of employees of Mini Mart Denpasar.

Ahmad et al. (2022) determined the effect of the work environment, compensation, work discipline, and work ethic on the performance of the State Civil Apparatus. This research is motivated by a work environment that is felt to be less supportive in carrying out the work, the perceived acceptance of compensation is still low, awareness of attendance at work is still low, obedience to rules and ethical behavior is still being violated, and the performance of the state civil apparatus is still not stable and tends to be low on the state civil apparatus of the Sungai Penuh City Inspectorate. This type of research uses a quantitative approach with multiple linear regression method. Data collection techniques with questionnaires, observations and interviews. The respondents of this study were 45 people The State Civil Apparatus at the Sungai Penuh City Inspectorate. The sampling method uses the total sampling method where the entire population in this study was used as the research sample. Hypothesis testing was calculated using the IBM Statistical Package for Social Science (SPSS) version 24.0 program. From the results of this study it was found that partially the work environment has a significant effect on the performance

of the state civil apparatus, compensation has a significant effect on the performance of the state civil apparatus, work discipline has a significant effect on the performance of the state civil apparatus, work ethic has a significant effect on the performance of the state civil apparatus, and work environment, compensation, work discipline and work ethic jointly have a significant effect on the performance of the state civil apparatus at the Sungai Penuh City Inspectorate.

**Conceptual Framework**



**Figure 1. Conceptual Framework**

Source : *Kajian Teoritik, 2019*

**Research Hypothesis**

The hypothesis in this study can be described as follows:

H1: Remuneration and work discipline are thought to simultaneously affect employee performance.

H2: Remuneration is thought to affect employee performance.

H3: Work discipline is thought to affect employee performance.

**RESEARCH METHOD**

**Research Approach**

This study explains about or is included in the Associative Quantitative method. According to Sugiyono (2013:57), the associative quantitative method is research that asks the relationship between two or more variables.

**Population, Sample, and Sampling Technique**

The population in this study was all members of the North Sulawesi Regional Police Directorate which amounted to 80 people, The samples used in this study were all members of the Samapta Directorate of the North Sulawesi Regional Police totaling 80 people, The sampling technique used is non-probability sampling (saturated sampling technique). Saturated sampling is a sampling technique if all members of the population are sampled (Suyito, 2015).

**Source of Data**

The data collection method is the process or procedure for collecting, measuring, and analyzing accurate data for research purposes using validated and standardized techniques. For this research, the data collection method to be employed is divided into primary.

**RESULT AND DISCUSSION**

**Result**

**Validity Test**

The instrument used in this study was a questionnaire. Therefore, the researcher's instrument must be tested first using a validity test. Test validity using person correlation coefficient. If the correlation value is above 0.3 or has a double asterisk, it indicates that the instrument used is valid.

**Table 1. Validity Test Result**

Variable	r Count	r Table	Description
Remuneration (X1)			
X1.1	0.760	0.217	Valid
X1.3	0.769	0.217	Valid

X1.4	0.742	0.217	Valid
Work Discipline (X2)			
X2.1	0.711	0.217	Valid
X2.2	0.815	0.217	Valid
X2.5	0.815	0.217	Valid
X2.7	0.562	0.217	Valid
X2.8	0.566	0.217	Valid
Performance (Y)			
Y1	0.292	0.217	Valid
Y3	0.510	0.217	Valid
Y4	0.704	0.217	Valid
Y6	0.612	0.217	Valid
Y7	0.741	0.217	Valid

Source: Data Processed

Based on the table above, it can be seen that all question items have a calculated value greater than the rtable (0.217). So that all question items for the Remuneration (X1), Work Discipline (X2), and Performance variable (Y) are said to be valid.

### Reliability Test

**Table 2. Reliability Test Result**

#### Reliability Statistics

Cronbach's Alpha	N of Items
.920	5

Source: Data Processed

The results of the reliability test shows the value of Cronbach's Alpha  $0.920 > 0.60$ . From these results, it can be concluded that this variable data is reliable or can be trusted

### Classical Assumption Tests

#### Normality Test

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2013: 154). To test the normality of a regression model can also be done with non-parametric statistics Kolmogorov Smimov (KS)

**Table 3. Normality Test Result**

#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.67146621
Most Extreme Differences	Absolute	.217
	Positive	.179
	Negative	-.217
Kolmogorov-Smirnov Z		1.537
Asymp. Sig. (2-tailed) <sup>c</sup>		.118

a. Test distribution is Normal.

b. Calculated from data.

Source: Data Processed

Based on the normality test table above using Kolmogorov Smirnov's One Sample test showing a significance value of  $0.118 > 0.05$ , it can be concluded that the residual value is normally distributed.

### Heteroscedasticity Test

The heteroscedacity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another. A good regression model is one in which homoscedasticity or

heteroscedacity does not occur. If there is no clear pattern, and the points spread above and below the 0 points on the Y-axis, heteroscedasticity does not occur (Ghozali, 2013:134).

**Table 4. Heteroscedasticity Test Results**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	0.502	1.057		.474	.637
Remuneration	1.242	.131	.025	.222	.000
Work Discipline	.483	.056	.218	1.902	.000

a. Dependent Variable: abs\_Res

Source: Data Processed

Based on the results of the image output, it shows that heterokedasticity does not occur because significance values below 0.05 so it can be concluded that the data does not occur heterokedasticity problems.

### Multiple Linear Regression

The results of multiple linear regression analysis from table 4 using the provided equation are as follows:

$$Y = 0.502 + 1.242X_1 + 0.483X_2$$

1. The constant value is 0.502; meaning that if Remuneration (X1) and Work Discipline (X2) value 0 or X = 0, then the Performance value is 0.502 or 0.502%.
2. The value of the regression coefficient of the Remuneration variable (X1) is 1,242; This means that if the variable independent Remuneration (X1) is fixed or constant (a) = 0 and Remuneration (X1) increases by 1%, then the performance of members (Y) will increase by 1,242%. It means a positive coefficient which means that Remuneration (X1) has a positive effect on employee performance (Y). The more Remuneration increases, the seedling increases the variable Employee Performance.
3. The value of the regression coefficient of the Work Discipline variable (X2) is 0.483; This means that if the independent variable Work Discipline (X2) is fixed or constant (a) = 0 and Work Discipline (X2) increases by 1%, then employee performance (Y) will increase by 0.483%. It means a positive value coefficient which means work discipline (X2) has a positive effect on employee performance (Y). The more work increases, the more variable Employee Performance increases.

### Hypothesis Tests

#### T-Test (Partial) Result

Based on the results of the t test from table 4, it is seen that the sig value of 0.00 of both variables is 0.00 which means that each of Remuneration and Work Discipline has partial significant effect on the member's performance. Remuneration has a more significant influence compared to Work Discipline, it can be seen from the higher Remuneration calculation value of Work Discipline. This means that the good performance of Members in the Samapta Directorate of North Sulawesi Police is significantly influenced by Remuneration.

### Discussion

#### The Effect of Remuneration on Performance

Remuneration simultaneously affects the performance of members. This is supported by statistical results that state the level of significance. This significant effect is also due to the same circumstance, which relates to Remuneration is another type of compensation that members or executives of the Company receive for their employment. This usually includes base or uoah salary, bonuses, and commissions and sometimes does not include tips and reimbursements. The results of the SPSS calculation obtained above Remuneration have a significant effect on member performance. So partially Remuneration (X1) has a significant effect on the performance of members (Y). For any change of Remuneration whose indicators (Wages and Salaries, Benefits, Incentives, Bonuses and Commissions) will affect the Performance of the member. This result is the same as what was found in a previous study by Rohman (2015) that the Effect between Remuneration and Work Discipline Together on employee performance at STPI.

### **The Effect of Work Discipline on Performance**

Work Discipline simultaneously affects member performance. This can be seen from the results of the SPSS calculation above, partially the dimension of work discipline (X2) has a significant effect on member performance (Y). For any change of work discipline whose indicators (Frequency of attendance, Goals and abilities, Exemplary leader, Sanctions and firmness, justice, Humanitarian relations, Remuneration). This is also the same as the previous research conducted by Susanto (2019) that the highest indicator of work discipline is the effectiveness time. This shows member satisfaction with the direction in improving performance. The results of this study show that the better the Work Discipline applied to members, the better the performance of members at the North Sulawesi Police Directorate. Vice versa, the worse the work discipline applied by members, the worse the performance in the North Sulawesi Police Directorate.

### **The Effect of Remuneration and Work Discipline on Performance**

Based on the results of the Spss calculation above it can be seen that Remuneration and Work Discipline together have a significant effect on member performance. Also seen is the coefficient of determination test, which is seen from the R Square table, which means that member performance is influenced by Work Discipline and Remuneration of 0.952 or 95.2%. While the remaining 4.8% was influenced by other variables that were not studied in this study. The results of this study state that if the maximum remuneration is created and supported by good member work discipline, it will be able to improve member performance at work.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusions**

Based on the results of this research, the following conclusions can be drawn:

1. The variables of Remuneration and Work Discipline simultaneously affect the performance of members of the Ditsamapta Polda North Sulawesi.
2. Remuneration variables have a positive and significant effect on the performance of members of the North Sulawesi Police Directorate.
3. The Work Discipline variable has a positive and significant effect on the performance of members of the North Sulawesi Police Directorate.

### **Recommendations**

The researcher has provided the following recommendations based on the finding of this study, which are hoped to be useful as suggestions:

1. Maintain the performance of employees of the Ditsamapta Polda North Sulawesi. Therefore, the Ditsamapta Polda North Sulawesi must continue to apply the best remuneration values.
2. The Ditsamapta Polda Sulawesi Utara must be consistent with Work Discipline which continues to make Employees to persist in doing good Member Performance.
3. Future researchers is recommended to be able to develop this research

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