

## **The Effect Of Employee Wages And Discipline In Improving Organizational Performance Through Motivation Variables In PT. Geo Services**

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**ABSTRACT:** *This study aims to identify and analyze the effect of wages, discipline and motivation to organizational performance, identify and analyze the effects of wages and discipline to organizational performance through motivation variable.*

*The study was conducted at PT Geo-Services by taking a sample of 89 employees in all parts of the organization. Analysis of data using path analysis.*

*Based on the results of data analysis found that the variable wages, discipline and motivation affect the performance of the organization. Wages and discipline influence on organizational performance through motivation greater than the direct effect so that it can be said that work motivation is able to mediate between variable wages and discipline to organizational performance.*

**KEYWORDS:** *wages, discipline, motivation, organizational performance*

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### **I. INTRODUCTION**

In general, every company has a policy regarding wages and discipline, especially attendance. Be it a private company or the government. Wages become substantial because of wages in the form of an important stimulus for the employees in a company. While the presence or absence call it becomes the main principle of the company. Although even today the system works can be done with a mobile system that does not have to be in the office by the presence of the world of technology the conventional system is still in use. Due to the presence of a major assessment of the employees by the company. Every organization has a human resource (HR) and be an important asset to achieve the goal for an organization.

Without good human resources, the organization will not run as it should. Human resource is the only resource that can not be imitated. Intellect feelings, desires, abilities, skills, knowledge and work. All the human resource potential effect on organizational performance efforts in achieving the goals. Human resources in question are the ones who provide energy, thoughts, talents, creativity and in his own efforts on the organization, with the hope that sometime in the future, organizational will experience developments that rapidly in the body of work of the organization and improve management performance both in the field of work. Performance management is an issue that is always warm and there is no end to the discussion. Problems related to performance is also a strategic issue for companies that reprogrammed human resource issues. Many aspects of the internal and external support creation of effective performance and efficient management in a company. Especially when it comes to issues of globalization that hit today whose impacts we feel. One of the indicators that influence in an effort to improve the performance of an effective and efficient management of the reward. Wages are one of the important stimuli for the employees in a company. This does not mean that the level of wages which is the main driving force, the wage level is only a major boost to the rate at which wages are not sufficient lives of the employees accordingly.

Wages are one of the conditions employment agreements are regulated by employers and workers or employees and the government. "Wages are the overall amount set as a substitute for services that have been incurred by the employee include time or under certain conditions." The Research Council of the National Wage provides a definition of remuneration as follows: "The wages is an acceptance of work to serve as a guarantee of the continuity of a decent life for humanity and production is expressed by an approval act and regulations and paid on the basis of an employment agreement between the employer and the recipient of the work. There are several systems used to distribute wages, formulated four systems can generally be classified as follows:

**1. The wage system with the amount of production.**

Wages according to the amount of production is given to encourage employees to work harder and produce more. Diharapkan production can be rewarded with the calculation of the fare.

**2. The wage system according to a length of service.**

This kind of reward system will push for a more faithful and loyal to the company and employment agencies.

**3. The wage system according to the duration of employment.**

Wages according to the length of work called also wages by time, for example monthly. This system is based on the assumption that the performance of the same work for the same time, other reasons are the cause of peace because this system can already be a calculated wage, regardless of the slowness of material to work, equipment failures, pain and so on.

**4. The wage system according to the needs.**

Wages are given according to the magnitude of the needs of employees and their families called wage according to requirement.

In addition to discussing wage while researchers will discuss the discipline. Discipline is a specific situation where people who are members of the organization are subject to the existing regulations with a sense of pleasure. Discipline is an action manager to encourage member organizations to meet the demands of various provisions. In other words, an employee discipline is a form of training that seeks to improve and establish the knowledge, attitude and behavior of employees so that these employees to voluntarily seek to work cooperatively with other employees and improve working achievement. Discipline is the awareness and willingness to obey all company rules and social norms in force.

Factors affecting the work discipline that is of interest and ability, exemplary leadership, justice is real and most effective action to realize the discipline employees. Bosses should active and directly supervise the conduct, morale and job performance subordinates. This means that the employer must always be present in the workplace in order to oversee and provide guidance if any of his subordinates who are having difficulty, penal sanctions and firmness.

Meanwhile, according to Martoyo (2000) motivation is basically the process of trying to influence a person to do what we want, in other words, is a push from outside against a person to want to do what we want to someone to carry something. With the encouragement meant a natural urge to satisfy the necessities of life and tendency to sustain life. The most important key to it is nothing but a deep understanding of human beings. A motivated person, that is, those who carry out substantial efforts in order to support the purposes of the production of its unity, and the organization where he works. Someone who is not motivated, spotted and give the minimum effort in terms of work. Thus the motivation or motivation means giver motive, evocation motive or anything else that become impulse or circumstances that impetus. It can also be said that motivation is a factor that drives people to act a certain way. The effect motivation of management performance showed the same results, that the relationship between motivation and performance management showed a positive and significant relationship.

Performance is an important part that must be considered in the management company. The Successful manager should have the ability to improve the performance and productivity of employees. Both are a very important role in determining the sustainability of entrepreneurial activity. One of the things that can improve the performance of management is providing motivation, the motivation of the employees is very important to do and this should be immediately addressed by the leader/manager on how to provide motivation for the employee to directly sense to do the job.

The company's success is basically supported by an effective supervisor where supervisors can influence subordinates to raise the motivation of their work to excel and improve performance for the employees themselves.

Basically, the performance of the things that are the results of his work. Each individual will have a different level of satisfaction different in accordance with the prevailing value system in itself. This is due to the differences in each individual. The more aspects of the work in accordance with the wishes of the individual, the higher the level of performance. One that can be obtained in the improved performance is the increase in wages, discipline, motivation, work, effectiveness and efficiency in the work, success in performing job duties thoroughly, commonly called the instinct of expertise.

The problems that arise regarding the performance, an indication that the management role as human resource management is required. This is a way of improving management performance. Sometimes the progress of a company may not be offset by good resource too. This resulted in inaccurate between desire and reality exist. Performance management can be decreased due to the existence of unfair competition, social

jealousy among its members. Lack of understanding in mindset will lead to deterioration of the progress of the improvement of the company.

## **II. LITERATURE REVIEW**

### **Wages**

Wages or compensation according to Hasibuan (2005) is: "All income in the form of money, goods directly or indirectly received by employees as a reward for services rendered to the company". While understanding the compensation according to Simamora (2001) is: "What is accepted by the employees in exchange for their contributions to the organization. Arita (2005) states compensation is all the income in the form of money or goods directly or indirectly received by employees in exchange for services provided to the agency.

Notoatmodjo (2009) states that compensation is everything received by employees as remuneration for their work or devotion. Factors that affect the compensation is productivity, ability to wages, willingness to wages, the supply and demand for labor, employee organizations and the rules and regulations. According to Indriyatni (2009) compensation has three components as follows:

- a. Direct wages in the form of salary, and intensive or bonus/commission.
- b. Indirect wages in the form of benefits and insurance.
- c. Non-financial rewards such as flexible working hours and a prestigious office.

According to Mangkunegara (2011: 85-86) compensation generally can be divided into two forms, namely:

- 1) Direct compensation, the compensation that is directly perceived by the recipient, in the form of salary, benefits, and incentives are employee rights and obligations of the company to wages for it.
  - a. Salary is the remuneration paid periodically to permanent employees as well as having a definite assurance.
  - b. The allowance is compensation given by the company to its employees because employees are considered to have participated well in achieving corporate goals.
  - c. Incentives are compensation granted to certain employees, because of the success of his performance over the standard or target.
- 2) Indirect compensation cannot be felt directly by the employee, the benefits and services (support services). Benefits and services are given additional compensation based on the company's policy to all employees in an effort to improve their welfare. As pension money, sports and excursions (family gathering).

There are several things that can be used as an indicator of compensation, according to Simamora (2001), these indicators are:

#### 1) Wages and Salaries

Wages and salaries are different things. Wages are paid a base which is often used for production workers and maintenance or for daily workers who are not employees or full-time employees. Wages are usually is daily, weekly or monthly in accordance with an agreement between the employee and the employer. Salaries generally applicable to the fare paid weekly, monthly, or yearly given regularly.

#### 2) Incentives

Is an additional incentive compensation above or beyond the salary or wages provided by the organization. Incentives are usually provided by the company on the basis of their job performance or productivity of employees. Achievement or productivity of employees with good work it will receive incentives from the company.

#### 3) Allowance

Allowances are wagesments or services provided by the company as a protector or a complement to the basic salary. Examples of benefits are health and life insurance, vacation is borne by the company, pension programs, and other benefits related to the employment relationship.

#### 4) Facility

Compensation in the form of facilities provided by the company to accelerate and simplify and motivate employees or employees in work. Examples are a pleasure facility/facilities such as a company car, club memberships, special parking places, or internet access, work uniforms, and so on.

### **Discipline**

According to Fathoni (2006: 172) describes the sense of discipline viewed from the perspective of human resource management, are:

Discipline is the sixth operative functions of Human Resource Management. Discipline is the operative functions of Human Resource Management is most important because the better the discipline of employees, the higher the performance it achieves.

Fathoni said discipline is an important operative function for the higher discipline of an employee, the higher also his performance. While Mangkunegara (2011: 129) argues that "discipline is management action to

enforce the standards organization," meaning the work discipline can be defined as the implementation of management to reinforce the organization's guidelines.

Furthermore, Sedarmayanti (2011: 381) argues discipline civil servants, are:

Discipline is a condition for correcting or punishing employees who violate the provisions or procedures established the organization. A discipline is a form of control that the implementation of employee jobs are always in the corridor regulations and legislation in force.

According to Mangkunegara (2011: 129), The second type of disciplinarian described in the preventive and corrective are:

### **1) preventive discipline**

Attempts to move the employees to follow and adhere to the guidelines, the rules that have been outlined by the company.

### **2) Corrective discipline**

An effort to move employees to unite and direct rule to remain in compliance with the regulations in accordance with the guidelines applicable to the company

In essence, the discipline is obedience to rules or orders established by the organization. In this case, the discipline is a process used to deal a problem of performance; This process involves managers in identifying and communicating problems to the employee's performance. Synthesis work discipline is the organization's efforts to move the employees in accordance with the applicable rules of the organization with the purpose of their adherence to employee well.

### **Motivation**

Motivation is defined as a force that drives the power source and controls human behavior. Motivation as an effort to encourage a person to take the desired action, while the motif as a propulsive force someone to do. The term motivation comes from the Latin is movere which means moving or moving. Because a person's behavior tends to be goal-oriented and driven by the desire to achieve a particular goal.

Motivation is the willingness of individuals to issue a high effort to achieve organizational goals (Robbins, 2001). In a work context, motivation is one important factor in encouraging an employee to work. There are three key elements in the motivation that effort, the organization's goals and needs.

Therefore, it takes the intensity and quality of those efforts and focused on organizational goals. The effort is a measure of intensity. When someone motivated then he will strive mightily to achieve the goals, but not necessarily a high effort will produce high employee performance. Necessity is the internal conditions conducive to the stimulation, wherein unsatisfied needs will cause a voltage that stimulates the urge from within the individual.

Employees with high achievement motivation love a challenge, risk-taking, able to take over responsibility, love to work hard. This push will lead to achievement needs employees who distinguish from others because they always want to do things better. Based experience and anticipation of good results and if the feat previously considered good, then the employees are more likely to engage in behaviors achievement. Conversely, if the employee has been convicted of failure, the fear of the failure to grow and cause an urge to avoid failure.

### **Organizational Performance**

The term performance can be interpreted as a vote to determine the final goal to be achieved by individuals, groups and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies. Some opinions about the performance were also expressed by some experts as follows:

Mangkunegara (2011: 67) that the term of performance is derived from the actual job performance or the performance to be achieved. According to Keban (2004) performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". According to Keban (2004: 183), the achievement of results (performance) can be judged by the actors, namely:

1. Individual performance that illustrates how far a person has been carrying out a duty that can give results that have been set by the group or agency.
2. Performance groups, which illustrates how far someone carrying out a duty that can give results that have been set by the group or agency.
3. Performance of the organization, which illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution.
4. Program performance, namely with regard to how far the activities in the program that has been implemented so as to achieve the objectives of the program.

Performance is an overview of the level of achievement of the implementation of an activity/ program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006: 25). Performance is a set of outputs (outcomes) generated by the execution of a particular function for a certain period (Tangkilisan, 2003: 109).

Based on some opinions on the above, it can be said that the concept of performance is an overview of the accomplishments of the employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that has been designated. It is also explained that the concept of performance is closely linked to the concept of the organization.

There are three indicators of organizational performance (Bastian, 2001: 335-336) as follows:

1. Effectiveness is the relationship between inputs and outputs where the use of goods and services purchased by the organization to achieve a certain output.
2. Effectiveness is the relation between output and goal, where effectiveness is measured by how far the level of output, policies and procedures of the organization achieve its intended purpose.
3. Economical is the relationship between markets and inputs, in which the purchase of goods and services carried out at the desired quality and the best price possible.

### III. RESEARCH METHODS

#### Draft Hypothesis Testing

In an effort to analyze the issue presented and tested to 6 hypothesis, in general, will be analyzed through qualitative approaches and analytical narrative. However, to analyze and examine the relationship between independent variables and the effect of the endogenous or exogenous variables or dependent variables.

Then to observe the significance of each model, the probe will be done through the t test, and F count. Model predictions are used to address the problems and prove the hypothesis, in which the variables studied were each given the following notations:

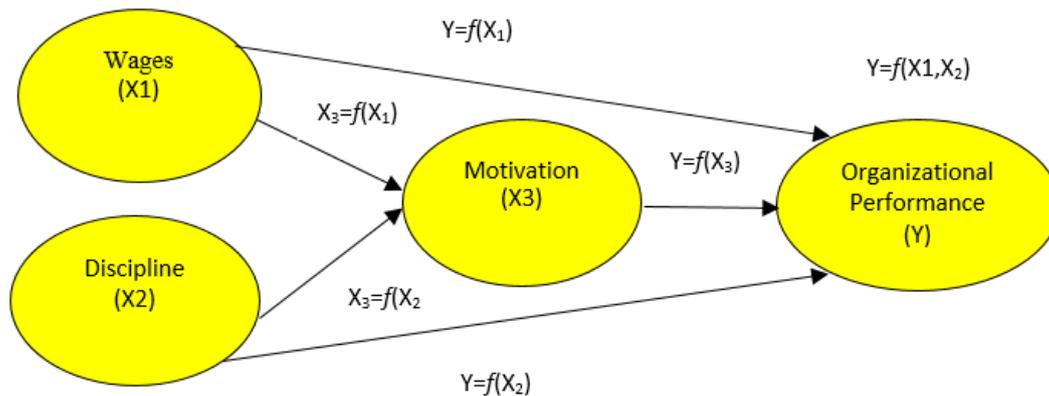
$\hat{Y}$  = Organizational Performance

X1 = Wage

X2 = Discipline

X3 = Motivation

To clarify the description above, in more models. The test chart design presented in display relationships between variables can be described in terms of the path analysis diagram as follows:



**Figure 1.** Design Research

#### Population and Sample

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2007). Samples were towing the majority of the population to represent the entire population (Surakhmad, 1990).

The total number of employees 89 people. The number is the total number of employees. The sampling technique is also called the sampling methods saturated. This sampling in the whole population was included in the sampling.

**Quality Test Data**

The questionnaire will be used in research, to produce a valid and reliable instrument first tested the validity and reliability of the instrument. According to Sugiyono (2007: 219) "Validity is a statement that describes the level of the relevant instruments able to measure what should be measured". While reliability is a value indicating a measure of consistency in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

**IV. RESULTS AND DISCUSSION**

**Analysis of Variable Wage**

Variable salary includes 5 questions compiled from the numbers 1 to 5. The question is then submitted to 89 employees. Before further analyzed the results of the questionnaire seen its validity and reliability. The validity of the test results can be seen in the following table.

**Table 1. Questions Validity Wages  
Item-Total Statistics**

Variable	Scale means if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
X1	16.4494	10.137	,997	,917
X2	15.4045	6.880	,791	,429
X3	15.4494	6.818	,765	,434
X4	15.8539	9.376	,738	,633
X5	15.4045	6.880	,791	,429

Based on the above table it is known that the correlation between multiple items with a total greater than the value of 0.60. This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

**Table 2. Results of The Reliability Question Wages  
Reliability Statistics**

Cronbach's Alpha	N of Items
,653	5

based on the above data it is known that Cronbach alpha value of 0.653. The value of greater than 0.6 so that it can be said that the question on wage variables are reliable.

**Analysis of Variable Discipline**

Variable discipline includes seven questions drawn from number 6 to 12. The question is then submitted to 89 employees. Before further analyzed the results of the questionnaire seen its validity and reliability. The validity of the test results can be seen in the following table.

**Table 3. Variable Validity Question On Discipline  
Item-Total Statistics**

Variable	Scale means if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
X6	18.0899	29.355	,772	,842
X7	19.5955	41.789	,777	,813
X8	19.8427	47.702	,873	,899
X9	19.5281	42.502	,870	,821
X10	19.5393	42.615	,853	,824
X11	19.8989	47.478	,898	,895
X12	19.5506	43.909	,894	,844

Based on the above table it is known that the correlation between the items with a total greater than the value of 0.60. This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

Table 4. Calculation Results Cronbach Alpha Variable Discipline

Reliability Statistics	
Cronbach's Alpha	N of Items
, 828	7

Based on the above data it is known that Cronbach Alpha value of 0.828. the value is greater than 0, 6 so that it can be said that the question on disciplinary variables is reliable.

**Analysis of Variable Motivation**

Motivational variables included 12 questions drawn from number 13 to 24. The question is then submitted to 89 employees. Before further analyzed the results of the questionnaire seen its validity and reliability. The validity of the test results can be seen in the following table.

Table 5. Results of Validity Question On Variable Motivation

Item-Total Statistics				
Variable	Scale means if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
X13	38.9213	57.596	and 789	, 886
X14	38.6067	27.491	, 785	, 840
X15	39.7416	50.217	, 762	, 891
X16	39.9101	61.037	, 775	, 848
X17	38.9213	57.596	and 789	, 886
X18	39.3034	59.396	, 706	, 702
x19	39.9438	52.190	, 703	726
X20	40.1461	54.853	, 721	, 755
X21	38.9213	57.596	and 789	, 786
X22	40.0674	55.291	, 794	, 761
Y23	39.6629	56.590	, 796	, 781
Y24	39.4719	63.888	, 729	, 650

Based on the above table it is known that the correlation between the items with a total greater than the value 0,0,60. This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

Table 6. Results of The Calculation of Cronbach Alpha Motivation Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
, 610	12

Based on the above data it is known that Cronbach Alpha value of 0.610. The value of greater than 0.6 so that it can be said that the question on the variable motivation variables is reliable.

**Analysis of Organizational Performance Variables**

Organizational performance variables included 12 questions drawn from number 25 to 36. The question is then submitted to 93 employees. Before further analyzed the results of the questionnaire seen its validity and reliability. The validity of the test results can be seen in the following table.

Table 7. Results of The Validity of Questions on Organizational Performance Variables

Item-Total Statistics				
Variable	Scale means if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
Y25	41.4944	109.821	, 760	, 860
Y26	40.7191	110.659	, 717	, 817
Y27	39.0225	24.886	, 788	, 888
Y28	41.2921	108.868	, 732	, 832
Y29	41.1348	101.482	726	, 826
Y30	42.2135	104.352	, 773	, 873
Y31	41.7528	103.120	, 705	, 805
Y32	41.7191	96.795	, 767	, 867
y33	40.9101	106.287	, 704	, 804
Y34	41.5843	103.359	, 705	, 805
Y35	41.2360	106.205	, 720	, 620
Y36	41.1798	99.354	, 729	, 629

Based on the above table it is known that the correlation between the items with a total greater than the value of 0.60. This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

**Table 8.** Calculation Results Cronbach Alpha Variable Organizational Performance

Reliability Statistics	
Cronbach's Alpha	N of Items
,748	12

Based on the above data it is known that Cronbach alpha value of 0.748. The value of greater than 0.6 so that it can be said that the question on organizational performance variables is reliable.

**Discussion**

**1. Effect of Wages and Discipline on Organizational Performance**

Linear analysis model can be based on calculations using SPSS program as follows.

**Table 9.** Results of the analysis of the first equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1(Constant)	17.618	2.572		6.850	,000
WAGES	,670	,115	,415	5.837	,000
DISCIPLINE	,548	,066	,592	8.322	,000

a. Dependent Variable: PERFORMANCE

Based on the table above, the structural equation:  $Y = 0,415X_1 + 0,592X_2$   
F count can be obtained from the following table.

**Table 10.** Calculate The F Value Equations Simultaneously

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1504.160	2	752.080	56.838	,000b
Residual	1137.952	86	13.232		
Total	2642.112	88			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), DISCIPLINE, WAGES

Based on the above table it is known that the calculated F value of 56.838 and significance of 0.00. This value is less than 0.05. This means that the variable wages and disciplinary effect on organizational performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

**Table 11.** Value-r Squared Regression Model First

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,755a	,569	,559	3.63758	1.239

a. Predictors: (Constant), DISCIPLINE, WAGES

b. Dependent Variable: PERFORMANCE

On mutually in the above table, it is known that the value of r squared 56.9% wages and discipline means variables affect the organizational performance while the remaining 56.9% influenced by other variables that are not incorporated into the model equations.

**2. Influence Analysis of Wages on Organizational Performance**

The analysis results wages on the organizational performance of partial can be seen in the following table.

**Table 12.** Results of The Analysis of The Second Regression Equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	27.589	3.040		9.074	,000
WAGES	,761	,153	,472	4.990	,000

a. Dependent Variable: PERFORMANCE

Structural equation:  $Y = 0,472X1$

Based on the chart above analysis it is known that the coefficient of wages amounting to 0.472. T value of 4.990. The significant value of 0.00. The significance value smaller than 0.05. This means that the wage variables affect the performance of an organization partially. The magnitude of the effect of wages on the organization's performance can be seen in the following table.

**Table 13.** Value-r Squared Second Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,472a	,222	,214	4.85923

a. Predictors: (Constant), WAGES

Based on the above table it can be seen r squared value of 0.222. This means that the effect wage on the organization's performance of the variable by 22.2% and the rest influenced by other variables not included in the model equations.

### 3. Influence Analysis of Discipline on Organizational Performance

The analysis results discipline on the organizational performance of partial can be seen in the following table.

**Table 14.** Results of The Analysis of The Third Regression Equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	29.981	1,715		17.486	,000
DISCIPLINE	,585	,077	,631	7.595	,000

a. Dependent Variable: PERFORMANCE

Structural equation:  $Y = 0,631X2$

Based on the chart above analysis discipline is known that the coefficient of 0.631. T value of 7.595. The significant value of 0.00. The significance value smaller than 0.05. This means that the discipline of variables affects the performance of an organization partially. The amount of discipline influence on organizational performance can be seen in the following table.

**Table 15.** Value Quadratic Equation R Third

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,631a	,399	,392	4.27343

a. Predictors: (Constant), DISCIPLINE

Based on the above table it can be seen r squared value of 0.399. This means discipline variables influence on organizational performance at 39.9% and the rest influenced by other variables not included in the model equations.

### 4. Analysis of Effect of Motivation on Organizational Performance

The results of the analysis of the effect of motivation on organizational performance can be partially seen in the following table.

**Table 16.** Results of The Fourth Regression Equation Analysis

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	10.180	2,171		4.689	,000
MOTIVATION	,774	,051	,850	15.057	,000

a. Dependent Variable: PERFORMANCE

Structural equation:  $Y = 0,850X3$

Based on the chart above analysis it is known that motivation coefficient of 0.850. T value of 15.057. The significant value of 0.00. The significance value smaller than 0.05. This means that the motivation variable influence on organizational performance partially. The magnitude of the effect of motivation on the performance of the organization can be seen in the following table.

**Table 17.** Value-r squared fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,850a	,723	,719	2.90214

a. Predictors: (Constant), PERFORMANCE

Based on the above table it can be seen r squared value of 0.723. This means discipline variables influence on the organizational performance of 72.3% and the rest influenced by other variables not included in the model equations.

**5. Analysis of Effect of Wages on Organizational Performance through Motivation**

Wage coefficient influence on work motivation can be seen in the following table.

**Table 18.** The Effect of Wages on Organizational Performance through Motivation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	20.810	3.021		6.889	,000
WAGES	1,070	,152	,603	7.057	,000

a. Dependent Variable: MOTIVATION

Based on the previous table it can be seen that the effect of wages on organizational performance is .472. The influence of wages on organizational performance through motivation is  $0.630 \times 0.850 = 0.536$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the work motivation as an intervening variable.

**6. Analysis of Effect of Discipline on Organizational Performance through Motivation**

The coefficient of discipline on work motivation can be seen in the following table.

**Table 19.** The Effect of Discipline on Organizational Performance through Motivation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	24.892	1.536		16.204	,000
DISCIPLINE	,788	,069	,775	11.426	,000

a. Dependent Variable: MOTIVATION

Based on the previous table it can be seen that the direct effect of discipline on organizational performance is 0.631. While the influence of discipline on the performance of the organization through motivation is  $0.775 \times 0.850 = 0.659$ . In this case smaller than the direct influence of indirect influence so that it can be said that the work motivation as an intervening variable.

**V. CONCLUSIONS AND RECOMMENDATIONS**

**Conclusion**

Variable wages and disciplinary effect on organizational performance simultaneously. F value calculated at 56.838 and significance of 0.00. This value is less than 0.05. R squared value of 56.9% means that variable wages and disciplinary effect on organizational performance while the remaining 56.9% influenced by other variables that are not incorporated into the model equations.

Variable wages affect the performance of an organization partially. T value of 4.990. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.222. This means that the effect of variable wages to the performance of 22.2% and the rest influenced by other variables not included in the model equations.

Discipline variables affect the performance of an organization partially. T value of 7.595. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.398. This means discipline variables influence on the organizational performance of 39.8% and the rest influenced by other variables not included in the model equations.

Motivation variable influence on organizational performance partially. T value of 15.057. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.719. This means that

the motivation variable influence on organizational performance and the remaining 71.9% is influenced by other variables that are not incorporated into the model equations.

The influence of wages on organizational performance is .472. The influence of wages on organizational performance through motivation is  $0,630 \times 0,850 = 0.536$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of motivation as an intervening variable.

The direct effect of discipline on organizational performance is .631. While the discipline influence on organizational performance through motivation is  $0,775 \times 0,850 = 0.659$ . In this case smaller than the direct influence indirect influence so we can say that the variables of work organization citizenship behavior as an intervening variable.

### RECOMMENDATIONS

Organizational performance needs to be improved by increasing wages and improving employee discipline. Wages represent employee compensation to employees already serve or work at the company. Wages need to be improved with regard to the value given nominal wages and salaries that are non-financial.

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