The Effect of Compensation and Work Environment on Work Discipline and Performance of Mini Mart Employees in Denpasar City

Komang Edy Sukarta Wirya

Magister of Management, Universitas Warmadewa, Denpasar, Bali-Indonesia
edysukarta@gmail.com

Abstract-This research aims to analyze and explain 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.

Keywords: Compensation; Employee Performance; Work Discipline; Work Environment

INTRODUCTION

Retail industries in Indonesia along with the development of the times are more and more emerging. The environment around the place of business is also not an inhibiting factor as long as it still follows and runs the established rules. Market developments that occur make the competition within a similar type of business is getting tighter. One of the key advantages of the organization in the midst of competition is the extent to which all elements in the organization together contribute positively, both in the planning and in the implementation of the drafted plan that is directed to the effort of achieving the goal. One of the emerging retail industry especially in Bali is Mini Mart. However, the development trend of the retail industry entering the mid-2017 period shows a significant downward trend. This is reflected in the growth of retail industry in mid-2017 decreased 40-50 percent compared to last year's growth (Putra, 2017).

Chairperson of the Indonesian Retail Entrepreneurs Association (APRINDO), Roy N. Mandey suspect, this condition occurs due to demographic bonus Indonesia, where the number of people with productive age is greater than young and old age. So it has not been absorbed in formal work with decent wages. James Adam, a micro economist, believes that one of the factors behind the low growth of the retail industry and the widespread dismissal of retail workers since early 2017 is the rapid growth of online or online shopping.

Retail industry actors including Mini Mart must prepare appropriate strategies and policies in order to survive and are expected to overcome this problem. Problems that come

from external company should be serious attention for every business actor, because of this problem is feared will also give impact to internal organization/company as on company performance caused by disruption of employee performance because of various kind of issue or news emerge. The organization/company should be able to keep the employee's performance steady and even improve by making and using appropriate strategies and policies.

Employee performance should be a particular concern and priority program of the company. One of the factors affecting employee performance is work discipline. Almustofa (2014) explains that discipline is a form of obedience or compliance with rules that apply both written and unwritten. This obedience can be realized in the form of attitude, behavior, or deeds in accordance with the rules.

Employee work discipline is closely related to employee absenteeism. Employee absenteeism is one way to assess the employee's discipline whether or not it is seen from his attendance level. Mini Mart, especially in Denpasar has 5 outlets, each outlet has 7 employees so that all employees of Mini Mart in Denpasar City amount to 35 people. In Table 1. The data about attendance of Mini Mart employee in Denpasar city from January to December 2017.

Table 1
Data Presence Employees Mini Mart Denpasar City January - December 2017

| Months | Employees (People) | Number of Working (Day) | Total Working Days | Number of Attendance (Day) | | | | | Total of Real Work Days (Day) | Percentage of Employee Attendance (%) |
				A (Absent)	S (Sick)	I (Permission)	C (Leave)	Total		
1	2	3	4 = 2 x 3			5			6 = 4 – 5	7 = 5/4 x 100
Januari	35	31	1085	6	8	6	12	32	1053	2,9
Februari	35	28	980	7	6	9	10	32	948	3,3
Maret	35	31	1085	7	9	10	6	32	1053	2,9
April	35	30	1050	8	7	10	8	33	1017	3,1
Mei	35	31	1085	5	12	8	7	32	1053	2,9
Juni	35	30	1050	9	10	5	11	35	1015	3,3
Juli	35	31	1085	4	6	10	14	34	1051	3,1
Agustus	35	31	1085	6	8	9	11	34	1051	3,1
September	35	30	1050	5	15	6	8	34	1016	3,2
Oktober	35	31	1085	7	5	15	5	32	1053	2,9
November	35	30	1050	9	7	6	9	31	1019	3,0
Desember	35	31	1085	7	10	8	6	31	1054	2,9
Total	420	365	12775	80	103	102	107	392	12383	36,9
Average		30	1065					33	1905	3,1

Source: Primary data processed, 2018

The average attendance rate of 2 to 3 percent per month is still considered good, while the absence rate of 3 percent and up shows the low employee discipline (Utama, 2001). Table 1 shows that employee absenteeism percentage is 3.1 indicating that the work discipline level of Mini Mart employee in Denpasar is low. This figure should be an evaluation material for Mini Mart management to solve this work discipline problem. Discipline in attendance is one of the main factors in running and developing a business, if the discipline in attendance is low it will affect the performance of other employees who have to fill or do the work left by the employee. This of course if it continues to be left will have an impact on the performance of the company as a whole.

One of the factors that can affect the discipline of work is compensation. Provision of compensation does not merely provide rewards for the success of a job that has been achieved, but also as an effort to reward the work effort that someone has done. By providing compensation, it is expected that the work discipline of employees will increase. The existence of good work discipline is one of the keys to success of the company itself.

The important actors that can affect employee work discipline is the work environment factor. A conducive working environment will support every employee to be more disciplined in doing every job and responsibility given. Work environment becomes the main component where an employee does the first contact with the world of work. The surrounding work environment determines comfort in an employee's work.

The better and conducive working environment, the more comfortable the work will get.

In previous research, Sarwani (2016) showed that jointly or in partial, work discipline and the work environment has a significant influence on employee performance. From both the independent variables studied, showed that having a dominant influence on employee performance is the work environment (Sarwani, 2016). In another research Rismawati (2016) found on her result, the F test of independent variables (Work Environment, Compensation and Working Ethos) jointly have the positive and significant effect on the dependent variable (employee performance). Through testing the correlation coefficient (R), it was obtained that, the degree of correlation or relationship between Work Environment, Working Ethos against Compensation and employee performance is a high correlation is 77.0%. And work ethic is the most dominant factor affecting Employee Performance In Makassar Mariso District Office (Rismawati, 2016). From the two studies above, the same shows that work discipline and work environment have a significant influence on employee performance so that it is interesting to be examined again.

Work discipline is expected to be the main foundation or working principle for every employee, because the discipline will provide many benefits both in the world of work and in carrying out daily life. Support from fair and appropriate compensation, as well as a conducive working environment is expected to establish good work discipline. The formation of work discipline will have an impact on employee performance, and on the performance of the company as a whole. Based on the data and previous research, it is necessary to know and do research with the gap the effect of compensation and work environment against work discipline and employee performance of Mini Mart employees in Denpasar City.

LITERATURE REVIEW

Performance

Performance is a very important thing in the company's efforts to achieve its goals. Meanwhile, performance can be defined as a result of work in quality and quantity that can be achieved by an employee in performing tasks in accordance with the responsibilities given to him (Mangkunegara, 2003). The main standard in measuring employee performance, consists of 5 indicators (Chelagat, Chepkwony, & Kemboi, 2015; Mathis & Jackson, 2010):

Quality of output (quality of output) is the quality of work measured from employee perceptions of the quality of work produced as well as the perfection of tasks to the skills and abilities of employees. This standard is more emphasis on the quality of work produced than the amount of output.

Timelines of output (timing output) is the timeliness in carrying out the work is often used as a measure or assessment of work performance. If employees can shorten or shorten the processing time in accordance with the standards, then the employee can be said to have had a good job performance.

Presences at work (the presence level) is the assumption used in measuring or assessing the work of its employees by viewing the attendance list. If the employee's attendance is below the established working day standards then the employee will not be able to contribute optimally to the organization.

Efficiency of work completed (work efficiency that has been completed) is an implementation of the work in a certain way, without reducing the predetermined goals. Perform any activity of an organization with the aim to be able to obtain the desired results with the minimum effort possible in accordance with existing standards.

Effectiveness of work completed (work effectiveness that has been completed) is a work is said to be effective if a job can produce an output unit (output) is completed on time in accordance with a predetermined plan.

Work Discipline

Discipline is a form of obedience or compliance with rules that apply both written and unwritten. Discipline is the awareness and willingness of a person to comply with all corporate rules and social norms that apply (Hasibuan, 2003). This obedience can be realized in the form of attitude, behavior, or deeds in accordance with the rules. Discipline as proposed by (Nitisemito, 2002) is as an attitude, behavior and deeds in accordance with the rules of the company written or not. Indicators that affect the level of discipline employees of an organization are:

1. Employee obedience during working hours, such as punctuality at the time of entry and at home from work
2. Compliance of employees on instructor or

orders of superiors and obey the rules and rules that exist and apply

3. Compliance of employees in doing the work by following the ways of work, as determined by the company

4. Employees' decisions using existing materials and equipment and work equipment have been determined by the company

The ability of an employee to accept sanctions from the company if at any point he or she has made a mistake or violation of the company's general rules and regulations.

Compensation

Compensation is any form of payment or reward given to employees and emerging from their work (Dessler, 2007). Compensation is everything that employees receive in return for their work (Handoko, 2008). Compensation includes financial and nonfinancial rewards and benefits received by employees as part of the employee relationships. While, that compensation is a counter achievement of the use of labor or services that have been provided by the workforce (Wibowo, 2012). The indicators used to measure compensation are (Sutrisno, 2009):

Salary is the total income of employees in accordance with the task and work. Salary indicator in this research is measured from the respondents' assessment of the adequacy of salary received in units of the month or the results of their work.

Benefits are health and life insurance, corporate vacations, pension plans and other benefits related to employment relationships. The benefit indicator in this research is measured from the respondent's assessment of the conformity of benefits granted by the company to employees in accordance with the duties and responsibilities.

Bonus is the additional income received by the employee adjusted to the realization targets each month. The bonus indicator in this research is measured from the respondent's assessment of the conformity of the bonus given the company's profit.

Non-financial compensation is the compensation received by employees other than in the form of money or goods. Financial compensation can be measured by the respondent's income about the award given to the employee's work.

Work Environment

The work environment is everything that exists around workers who can influence themselves in carrying out the tasks charged (Nitisemito, 2002). According to Supardi (2003) work environment is a situation around the workplace both physically and non physically can give the impression of fun, securing, reassuring, and the impression to feel at work and so forth (Supardi, 2003). Meanwhile, work environment may be a driver for employees to produce peak performance (Dale, 2002). There are two types of work environment that is physical and non-physical work environment. Physical work environment factors are dyeing, lighting, air, noise, space, security and cleanliness. While non-physical environment is the work structure, work responsibilities, attention and support leaders, cooperation between groups and communication smoothness. The indicators used to measure the work environment consists of:

1. Working Atmosphere, the conditions that exist around employees who are doing work that can affect the implementation of the work itself.

2. Relationship with Colleagues, the relationship with co-workers harmoniously and without any mutual intrigue among fellow co-workers.

3. Availability of Work Facilities, ie equipment used to support the smooth running of the complete/up to date.

Lighting/Light in the Workplace. Light or lighting is very beneficial for employees to get safety and smooth work, therefore need to note the light (light) is bright but not dazzling. Unclear light causes the vision to be less clear, so the work will be slow, many have errors, and ultimately lead to less efficient in carrying out the work, so that organizational goals difficult to achieve.

Security in the workplace is to keep the place and working environment conditions remain in a safe state it is necessary to note the existence of security in the work. Therefore the security factor needs to be realized its existence.

Concept Research Framework

Based on the formulation of the problem and the frame of thinking then in this research, which is independent variable, is compensation (X1) and work environment (X2), while the dependent variable is work discipline (Y1) and performance (Y2). In accordance with the number of variables identified, based on the framework previously described, then

compiled a concept that explains the relationship between variables in this research as follows:
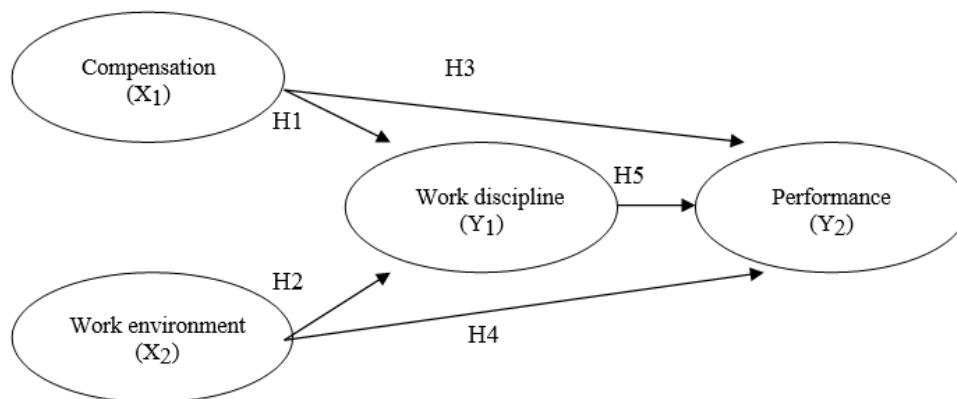

Figure. 1
Conceptual Research Framework

Hypothesis

H1: Compensation has positive and significant impact on Employee Discipline

H2: Work Environment has a positive and significant effect on Employee Discipline

H3: Compensation has a positive and significant effect on Employee Performance

H4: Work Environment has a positive and significant impact on Employee Performance

H5: Work Discipline has a positive and significant impact on Employee Performance

H6: Work Discipline mediates the effect of Compensation on Employee Performance

H7: Work Discipline mediates the influence of Work Environment on Employee Performance

METHODS

This research is explanatory in the form of survey that aims to explain the existing phenomena and look for factual descriptions. To know the direct influence between the independent variable to the dependent variable, then after testing the hypothesis must be continued by testing the relationship model.

Based on the hypothesis that has been prepared, it can be determined construct research variables. In this research, the exogenous constructs are compensation (X1), and the work environment (X2) while the dependent variable is work discipline (Y1) and performance (Y2) of Minimart employees in Denpasar City. After the determination of the sample, it will be followed by data collection through the method of observation and distribution of questionnaires to the respondents. Based on data that has been collected, firstly tested the validity and reliability then will be done data analysis. The results of the data analysis will be interpreted and then drawn a conclusion and suggestion.

This research used samples taken from the population. Population refers to the entire group of people, events or interests to be researched while the sample is a group or part of a certain number of populations that represent the characteristics of the population. The research population is all employees of the operational department, especially the commercial staff who work in mini mart of Denpasar city, which is 35 employees. The sampling technique used is Saturated Samples (Census). The saturated sample is a sampling technique in which the entire population is sampled. So, the sample used in this research amounted to 35 people commersial staff Mini Mart in Denpasar City.

The research instrument used to collect the data in this research questionnaires distributed to Mini Mart employees in Denpasar City, which then answered the question. The results of questionnaire distribution measured using Likert scale where respondents are asked to state their perception by choosing one of the alternative answers that have weight or score scores such as STS (Strongly Disagree) were given a score of 1, TS (Disagree) was given a score of 2, R (Doubtful) was given a score of 3, S (Agree)

was given a score of 4 and SS (Strongly Agree) was given a score of 5.

RESULTS AND DISCUSSION

Based on the data obtained from the respondents, the respondent's characteristic shows that the majority of Mini Mart employees in Denpasar City are male, 18-27 years old who have graduated from high school and have worked in Mini Mart for 1 to 2 years.

Validity Test of Research Instruments

Based on the research data, after validation process, it is found that all items of statement on each indicator of compensation, work environment, work discipline and performance are valid because it has correlation coefficient> 0,30 and t test is significant at level 0,05.

Reliability Test Research Instruments

The results of reliability test of the instrument show that the cronbach's alpha value in each construct is more than 0.60, which means that the reliability of all research variables is categorized well and accepted. This shows that all construct indicators in this research are reliable and feasible to be used as research instrument.

Descriptive Analysis

Description of variables was conducted to determine the description of each variable seen from the frequency distribution of respondents 'answers to the statement of variables studied for the interpretation of respondents' assessment.

Description of Compensation Variable

The average score for the compensation variable is 3.59 with the high criterion, where the highest average score of the compensation variable is the non-financial compensation indicator of 3.80 while the lowest score is the salary indicator with an average value of 3.49.

Description of the Working Environment Variables

The average score for the working environment variables is 3.49 with good criteria, where the highest average score of work environment variables is the workplace safety indicator that is 3.63, while the lowest score is an indicator of working atmosphere with an average value of 3.34.

Description of Variable Work Discipline

Average score of work discipline variable is 3.53 with high criterion, where the highest score of work discipline variable is indicator of employee's ability to accept sanction from company equal to 3,74 whereas lowest score is employee obedience indicator during working hours with average value of 3.20.

Description of Employee Performance Variables

Average score of performance variable is 3.51 with high criterion, where highest average score of performance variable is indicator of efficiency of work completed equal to 3,74 whereas lowest score is indicator of Timelines of output (time output) with average value of 3.34.

Inferential Analysis

Evaluation of Measurement Model (Outer Model)

1) Convergent validity. An indicator is said to be valid, if the outer loading coefficient is between 0.60 to 0.70 but for theoretical analysis it is not clear then outer loading 0.50 is recommended (Ghozali, 2012) and significant at alpha level 0.05 or t- statistics 1.96. The results showed that all indicators had outer loading values> 0.60 (original red sample value (O), and significant at the 0.05 level; then all indicators declared valid and qualified convergent validity.

2) Discriminant Validity. A variable is said to be valid, if the root AVE (√AVE or Square root Average Variance Extracted) each construct is greater than the correlation value between the constructs (Lathan and Ghozali, 2012: 78-79), and each AVE value is greater than 0.50. The result of analysis shows that the value of each construct √AVE ranges between 0,91 until 0,99 bigger than correlation value between construct which is between 0,86 up to 0,96, and AVE value of each construct> 0,50 (ie ranging from 0.82 to 0.91, so it is eligible valid based on discriminant validity criteria.

3) Composite Reliability and Cronbach Alpha. A measurement can be said to be reliable, if the composite reliability and cronbach alpha has a value greater than 0.70. The result of analysis shows that the value of composite reliability of each construct has shown value greater than 0.70 so that it meets the reliable requirements based on the composite reliability criteria. Similarly, the Cronbach Alpha value also shows the value of each construct is higher than 0.70, so that of the two criteria has qualified the construct reliability.

Table 1
Value of Outer Loading Estimated Results

| INDICATOR<-CONSTRUCT	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/ STERR|)
X1.1 <- COMPENSATION	0,87	0,88	0,02	0,02	44,36
X1.2 <- COMPENSATION	0,91	0,90	0,01	0,01	70,95
X1.3 <- COMPENSATION	0,88	0,88	0,02	0,02	41,97
X1.4 <- COMPENSATION	0,89	0,89	0,02	0,02	47,78
X2.1 <- WORK ENVIRONMENT	0,84	0,84	0,03	0,03	27,59
X2.2 <- WORK ENVIRONMENT	0,86	0,86	0,02	0,02	45,48
X2.3 <- WORK ENVIRONMENT	0,81	0,82	0,03	0,03	24,29
X2.4 <- WORK ENVIRONMENT	0,84	0,84	0,01	0,01	56,21
X2.5 <- WORK ENVIRONMENT	0,92	0,92	0,01	0,01	81,64
Y1.1 <- WORK DISCIPLINE	0,86	0,86	0,03	0,03	30,89
Y1.2 <- WORK DISCIPLINE	0,90	0,91	0,02	0,02	44,86
Y1.3 <- WORK DISCIPLINE	0,77	0,78	0,05	0,05	16,73
Y1.4 <- WORK DISCIPLINE	0,88	0,88	0,02	0,02	48,67
Y1.5 <- WORK DISCIPLINE	0,60	0,60	0,10	0,10	6,31
Y2.1 <- PERFORMANCE	0,85	0,85	0,03	0,03	26,32
Y2.2 <- PERFORMANCE	0,87	0,87	0,02	0,02	34,99
Y2.3 <- PERFORMANCE	0,76	0,76	0,03	0,03	26,06
Y2.4 <- PERFORMANCE	0,78	0,78	0,05	0,05	15,02
Y2.5 <- PERFORMANCE	0,95	0,95	0,01	0,01	142,44
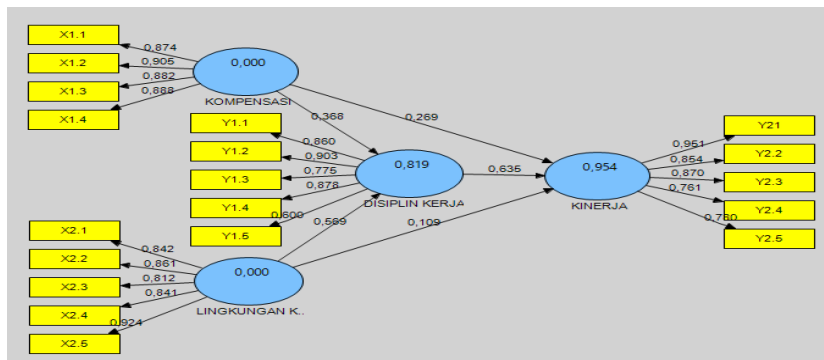
Figure. 2
Outer Loading and Path Analysis Estimated Results
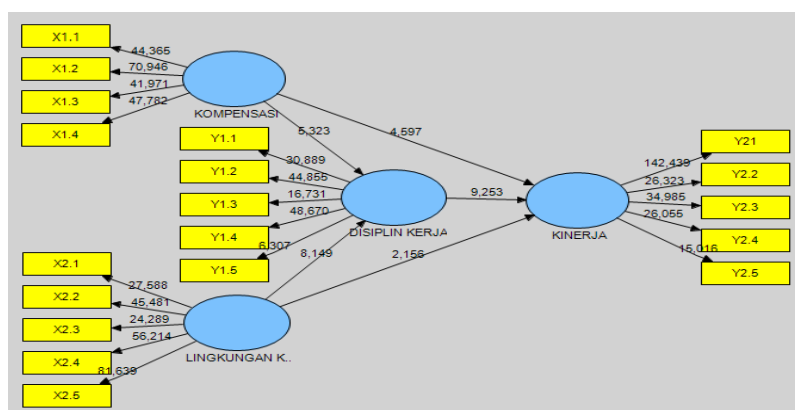

Figure. 3
Boothstrapping (Statistics Test)

Evaluation of Structural Model (Structural Model or Inner Model)

Evaluation of Structural Model is a measure to evaluate the level of accuracy of the model in the overall research, formed through several variables along with its indicators.

1) Evaluation of Structural Model Through R-Square (R2). The result of analysis shows that the R2 value of work discipline is 0.82; based on the criteria of Chin (Lathan and Ghozali, 2012: 85), the model includes strong model criteria, the meaning is the compensation variation and the working environment is able to explain the variation of the discipline of work by 82 percent, the remaining 18 percent is explained by variations of other variables outside the model being analyzed. While the performance has a R-square value of 0.95 or including a strong model, it means the variation of compensation, work environment and work discipline is able to explain the performance variation of the remaining 95 percent by 5 percent explained by variations outside the model.

2) Evaluation of Structural Model through Q-Square Predictive Relevance (Q2). The strong criteria for model weakness measured by Q-Square Predictive Relevance (Q2) according to Lathan and Ghozali (2012: 85) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The Q-Square formula is: Q2 = 1 - (1- R12) (1-R22). The value of Q-Square is = 1 - (1 - R12) (1 - R22)) = 1 - (1 - 0.82) (1 - 0.95) = 1 - 0.01 = 0.99, based on the result this then the estimation model is included in strong criteria, meaning 99 percent of endogenous constructing variations can be predicted by exogenous construct variations.

3) Evaluation of Structural Model through Goodness of Fit (GoF). The value of Goodness of Fit (GoF) is getting closer to 0 (zero), indicating the model the less good, the opposite getting away from 0 (zero) and getting closer 1 (one), then the model the better. The strong criteria for weakness of the model based on the measurement of Goodness of Fit (GoF) according to Lathan and Ghozali (2012: 88), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small) . The results of the analysis show that the value of $\sqrt{AR2 * A.Com} = \sqrt{0.89 * 0.72} = 0.80$. This means the global model is a good predictive (large).

4) Path Analysis and Testing Hypothesis, which is expected is Ho rejected or sig <0,05 (or t statistics> 1,96) with significant

Table 2
Analysis Path and Statistical Test

CONSTRUCT	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)	Criteria
WORK DISCIPLINE -> PERFORMANCE	0,64	0,63	0,07	0,07	9,25	Significant
COMPENSATION -> WORK DISCIPLINE	0,37	0,37	0,07	0,07	5,32	Significant
COMPENSATION -> PERFORMANCE	0,27	0,27	0,06	0,06	4,60	Significant
WORK ENVIRONMENT -> WORK DISCIPLINE	0,57	0,56	0,07	0,07	8,15	Significant
WORK ENVIRONMENT -> PERFORMANCE	0,11	0,11	0,05	0,05	2,16	Significant

level of 0,05).

Based on Table 2, Analysis Path and Statistics Test show that:

1) Work discipline has a positive effect of 0.64 on performance, and the relationship is significant at the 0.05 level because the value of T-Statistics is greater than 1.96 ie 9.25.

2) Compensation has a positive effect of 0.37 on the discipline, and the relationship is significant at the 0.05 level because the T-Statistic score is greater than 1.96 at 5.32.

3) Positive positive compensation of 0.27 on performance, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96 at 4.60.

4) The work environment had a positive effect of 0.57 on the discipline, and the relationship was significant at the 0.05 level because the T-Statistic score was greater than 1.96 at 8.15

5) The work environment has a positive effect of 0.11 on performance, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96 ie 2,16

Influence of mediation analyzed include direct and indirect effect analysis, analysis in this research using examination method. The method of examination by way of doing two analyzes, those are the analysis by involving
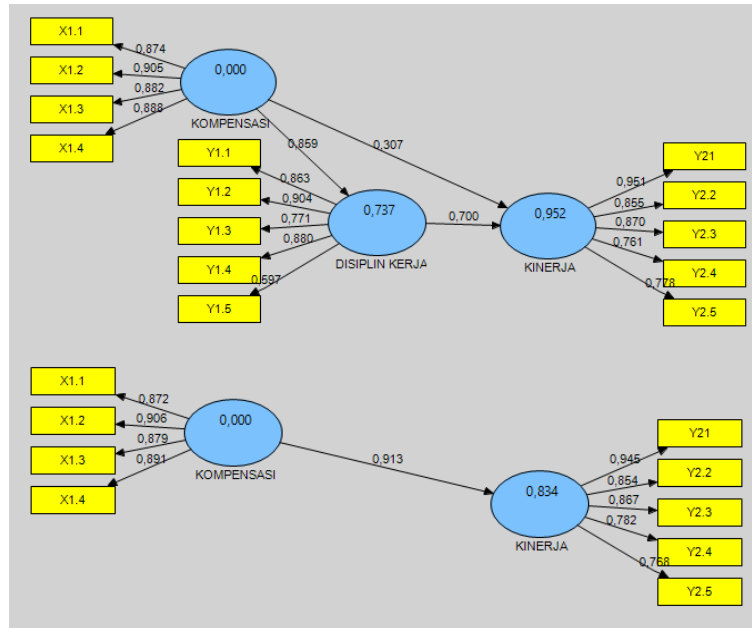

Figure. 4
The Role of Discipline Mediation on Compensation to Performance

the mediation and analysis variables without involving the mediation variables.

Based on Figure 4 it can be concluded that the work discipline is a partial mediation

between compensation for performance, since all direct and indirect relationships are significant, and the coefficient of direct compensation relationship to performance is
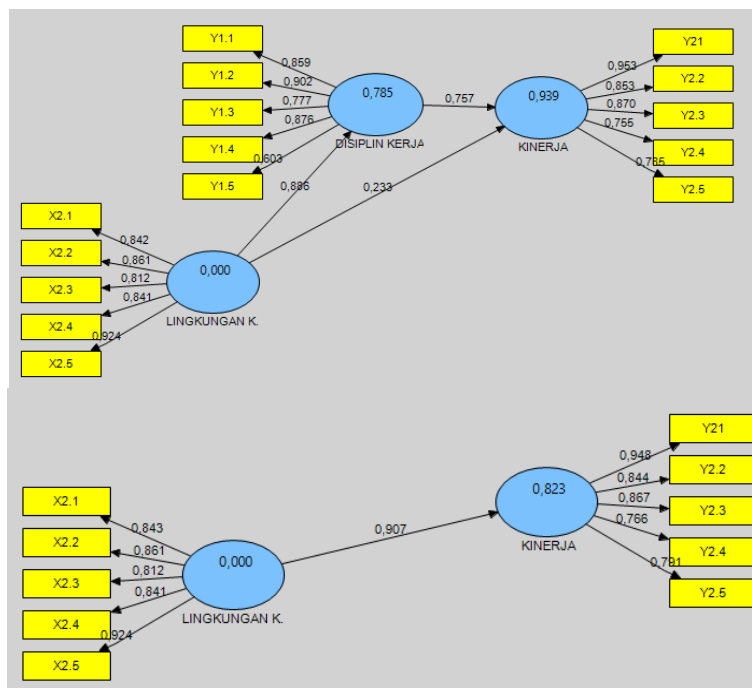

Fig. 5
The Role of Discipline Mediation on Work Environment to Performance

greater than indirect effect of performance compensation.

Based on Figure 5, it can be concluded that the work discipline is a partial mediation between the work environment on performance, since all direct and indirect relationships are significant, and the coefficient of direct work environment relation to performance is greater than indirect effect of work environment on performance.

DISCUSSION

Effect of Compensation against Work Discipline Mini Mart Employees in Denpasar City

Based on the results of tests on the effect of compensation on the discipline of work, indicates where compensation has a positive and significant impact on the discipline of work. These results mean that the greater the compensation given to employees will greatly improve the work discipline of Mini Mart employees in Denpasar City. Thus the hypothesis in this research which states that the compensation has a positive and significant effect on employee work discipline Mini Mart in Denpasar proved.

Influence of Work Environment against Work Discipline Mini Mart Employees in Denpasar City.

Based on the results of testing on the influence of work environment on the discipline of work, showing where the work environment has a positive and significant impact on work discipline. These results give meaning that the better working environment perceived employee it will improve employee work discipline Mini Mart in Denpasar City significantly. Thus the hypothesis in this research that states that the work environment has a positive and significant effect on employee work discipline Mini Mart in Denpasar proved.

Influence Compensation against Employee Performance Mini Mart in Denpasar City

Based on the test results on the effect of compensation on employee performance, showing where compensation has a positive and significant effect on performance. These results mean that the greater compensation given to employees will significantly improve the performance of Mini Mart employees in Denpasar City. Thus the hypothesis in this research, which states that the compensation has a positive and significant effect on the performance of Mini Mart employees in

Denpasar proved.

Influence of Work Environment on Employee Performance Mini Mart in Denpasar City

Based on the results of testing on the influence of work environment on the performance, showed that the work environment has a positive and significant impact on performance. These results give meaning that the better working environment perceived employee it will improve the performance of employees Mini Mart in the city of Denpasar significantly. Thus the hypothesis in this research, which states that the work environment has a positive and significant effect on the performance of Mini Mart employees in Denpasar proved.

Effect of Work Discipline on Employee Performance Mini Mart in Denpasar City

Based on test results about the influence of work discipline on employee performance, showing the result that work discipline has a positive and significant impact on employee performance. These results give meaning that the higher attitude of work discipline owned by employees will be able to improve employee performance Mini Mart in Denpasar City significantly. Thus the hypothesis in this research which states that the discipline of work have a positive and significant effect on the performance of Mini Mart employees in Denpasar proved.

The Role of Work Discipline in Mediating the Effect of Compensation to Employee Performance Mini Mart in Denpasar City

Based on the results of the analysis, the discipline of work is mediated partly between the compensation for performance, since all direct and indirect relationships are significant, it means that the discipline of work only explains part of the reason why compensation affects performance, explained by the variable not listed in the model. Thus the hypothesis in this research, which states that the discipline of work is able to mediate the effect of compensation on the performance of Mini Mart employees in Denpasar proved. The higher the compensation received by the employee can be the higher the employee's performance. Thus, it can be concluded that the performance of employees will increase if employees have a high discipline attitude and get a decent compensation.

The Role of Work Discipline in Mediating the Effect of Work Environment on Employee Performance Mini Mart in

Denpasar City

Based on the results of the analysis, the work discipline is the mediation part of the work environment on performance, since all direct and indirect relationships are significant, it means that the work discipline only explains part of the reason why the work environment affects performance, and others are explained by variables not listed in the model. Thus the hypothesis in this research, which states that the discipline of work is able to mediate the influence of work environment on the performance of Mini Mart employees in Denpasar proved.

Based on the results of data analysis and discussion of research results, then the performance of Mini Mart employees in Denpasar City can be increased most influenced by the discipline of work and good work discipline can be realized if getting increased compensation and a good working environment.

CONCLUSION

Compensation has a positive and significant influence on employee work discipline Mini Mart in Denpasar City. This result gives meaning that the increasing of compensation obtained by employee hence work discipline of Mini Mart employee in Denpasar will increase significantly.

Work environment has a positive and significant influence on employee work discipline Mini Mart in Denpasar City. These results mean that the better and comfortable working environment that employees feel, it will increasingly improve the work discipline of Mini Mart employees in the city of Denpasar significantly.

Compensation has a positive and significant influence on employee performance Mini Mart in Denpasar City. These results give meaning that the increasing compensation obtained by employee then the performance of Mini Mart employee in Denpasar will increase significantly.

Work environment has a positive and significant impact on employee performance Mini Mart in Denpasar City. These results mean that the better and comfortable working environment that employees feel, it will increasingly improve the performance of Mini Mart employees in the city of Denpasar significantly.

Work discipline has a positive and significant influence on employee performance Mini Mart in Denpasar City. These results give meaning that the increasing work discipline of employees, it will increasingly improve the performance of Mini Mart employees in the city of Denpasar significantly.

The discipline of work mediates partially the effect of compensation on the performance of Mini Mart employees in Denpasar City. Work discipline only explains part of the reason why compensation affects performance, and some of it is explained by variables not listed in the model.

Work discipline mediates partially the influence of the working environment on the performance of Mini Mart employees in Denpasar City. Work discipline only explains part of the reason why the work environment affects performance, and some are explained by variables not listed in the model.

REFERENCES

Chelagat, L. J., Chepkwony, P. K., & Kemboi, A. (2015). Effect of organizational citizenship behavior on employee performance in banking sector, Nairobi County, Kenya. *International Journal of Business, Humanities and Technology*, *5*(4), 55–61.

Dale, F. (2002). *Penilaian Kinerja: Menguasai keahlian yang Anda perlukan dalam dalam sepuluh menit*. Yogyakarta: Andi.

Dessler, G. (2007). *Manajemen Sumber Daya Manusia* (Kesepuluh). Jakarta: PT Indeks.

Ghozali, I. (2012). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 20*. Semarang: Badan Penerbit – Universitas Diponegoro.

Handoko, T. H. (2008). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: Liberty.

Hasibuan, M. (2003). *Manajemen Sumber Daya Manusia* (Revisi). Jakarta: Bumi Aksara.

Mangkunegara, A. A. A. P. (2003). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.

Mathis, R. L., & Jackson, J. H. (2010). *Human Resource Management, Alih Bahasa*. Jakarta: Salemba Empat.

Nitisemito, A. . (2002). *Manajemen Personalia. Cetakan ke 9* (Keempat). Jakarta: Ghalia Indonesia.

Putra, I. R. (2017). Kondisi mengenaskan industri ritel, laba anjlok hingga gulung tikar. *Merdeka.com*

Rismawati. (2016). The Effect of Working Environment, Compensation and Working Ethos Towards Employee Performance on Mariso District's Office in Makassar. *International Journal of Scientific and Technology Research*, *5*(08), 48–51.

Sarwani. (2016). The Effect of Work Discipline and Work Environment on The Performance of Employees. *Sinergi*, *6*(2), 53–67.

Supardi. (2003). *Kinerja Karyawan*. Jakarta: Ghalia Indonesia.

Sutrisno, E. (2009). *Manajemen Sumber Daya Manusia* (Pertama). Jakarta: Kencana Prenada Media Group.

Utama, I. W. M. (2001). *Manajemen Sumber Daya Manusia*. Denpasar: UPT Penerbit Universitas Udayana.

Wibowo. (2012). *Manajemen Kinerja.* Jakarta: Raja Grafindo Persada.