

ROLE OF WORK DISCIPLINE, TEAM COOPERATION, AND COMPENSATION IN SHAPING EMPLOYEE PERFORMANCE AT PT. SUMATERA PRIMA FIBREBOARD

Resi Arsita¹
Juhaini Alie^{2*}

¹Universitas Indo Global Mandiri, Palembang Sumatera Selatan, email: Resiarsi@gmail.com

²Universitas Indo Global Mandiri, Palembang Sumatera Selatan, email: juhaini@uigm.ac.id

*Corresponding author

Abstract

This study investigates the impact of work discipline, teamwork, and compensation on employee performance at PT Sumatera Prima Fibreboard. Preliminary observations and interviews revealed that a lack of work discipline, poor teamwork, and dissatisfaction with compensation were hindering employee performance and the achievement of organizational goals. This research addresses these issues by examining the direct effects of these three variables. A quantitative approach was employed, with data collected through structured questionnaires distributed to 204 employees, a sample determined using Slovin's formula with a 5% margin of error from a total population of 416. Data analysis was conducted using SPSS version 30, utilizing multiple linear regression and partial t-tests at a 5% significance level. The results consistently demonstrated that work discipline, teamwork, and compensation each had a positive and significant effect on employee performance. These findings align with existing theories in human resource management regarding performance enhancement. While limited by its cross-sectional design, this study offers novelty by simultaneously examining these key variables within the

underexplored context of the wood processing industry in Palembang. Practically, the findings provide valuable guidance for managerial decision-making, enabling the formulation of policies that prioritize employee development through reinforced discipline, fostering collaborative synergy, and implementing fair compensation systems.

Keywords: *Work Discipline, Teamwork, Compensation, Employee Performance*

INTRODUCTION

A. Background

In the era of globalization marked by rapidly changing business dynamics and increasingly competitive competition, companies are required to continually improve their productivity and organizational effectiveness. One strategic effort that can be made is through improving employee performance, which is a key asset in achieving company goals. Three main factors that contribute significantly to performance are discipline at work, team cooperation, and compensation.

Work discipline plays a role in creating order and operational stability. Emphasizes that a high level of discipline can encourage employees to carry out their duties in accordance with established procedures, thereby improving the efficiency and effectiveness of their tasks. However, based on internal data from PT Sumatera Prima Fibreboard (2024), it was recorded that 17.5% of employees were late more than 3 times in a month, and 6% were absent without explanation, reflecting weak discipline implementation within the company.

On the other hand, team cooperation is also a key element in smoothing the work process. A solid team can complete tasks more quickly and accurately due to coordination, communication, and mutual support among team members. Based on initial observation and interviews, it was found that in some divisions of PT Sumatera Prima Fibreboard there are inequalities in task distribution, causing an imbalance in workloads. This illustrates weak synergy and coordination among team members.

Additionally, compensation is a factor that can affect motivation and loyalty. In accordance with Law Number 6 of 2023 (Job Creation Law), companies are required to provide fair and appropriate compensation based on employees' contributions. However, internal surveys show that 34% of employees feel that salaries and incentives do not reflect their responsibilities and workloads.

A number of studies support the importance of these variables in improving performance. (Sari et al., 2023) state that compensation and discipline have a positive influence on performance. (Budiyanto, 2021) finds that at PT Suryamas Gemilang Lubricant, discipline, compensation, and the work environment have a significant influence on performance, while job stress has a negative impact. Furthermore, (Setyawan, 2021) proves that job satisfaction, team cooperation, and compensation are positively correlated with employee performance.

However, not all research shows consistent results. A study by (Hafizh & Wardani, 2023) finds that discipline has no significant influence on performance at PT XYZ, while (Murtaza et al., 2023) find that team cooperation has no effects on job satisfaction. These inconsistencies indicate a research gap that needs further exploration in order to gain a more comprehensive understanding of the influence of discipline, team cooperation, and compensation on employee performance.

Based on the empirical phenomenon above and the differences in previous research results, it is important to conduct further research at PT Sumatera Prima Fibreboard. This study aims to simultaneously and partially examine the influence of discipline, team cooperation, and compensation on employee performance and to provide policy recommendations based on empirical findings to improve overall organizational performance.

Based on the background described previously, the main problem in this research is to determine how discipline at work, team cooperation, and compensation affect the

performance of employees at PT Sumatera Prima Fibreboard. Specifically, this study aims to answer the following questions:

1. Does discipline at work partially affect the performance of employees at PT Sumatera Prima Fibreboard?
2. Does team cooperation partially affect the performance of employees at PT Sumatera Prima Fibreboard?
3. Does compensation partially affect the performance of employees at PT Sumatera Prima Fibreboard?
4. Do discipline at work, team cooperation, and compensation simultaneously have a significant influence on the performance of employees at PT Sumatera Prima Fibreboard?

By formulating these questions, this research is expected to become a basis for developing more effective human resource management strategies that are oriented toward improving overall employee performance.

THEORETICAL REVIEW

Performance Management

Performance management is a strategic process used by organizations to ensure employees work effectively and efficiently in order to achieve shared goals. Armstrong and Baron in (Rumawas, 2021) state that performance management is a long-term approach to improving organizational productivity by strengthening the skills of individuals and teams. Bacal (Rumawas, 2021) adds that performance management is a continuous communication process between supervisors and subordinates to assure that organizational goals can be consistently achieved. This concept forms the main framework for this research, where discipline, team cooperation, and compensation are viewed as factors that influence employee performance.

Work Discipline

Work discipline is the attitude and behavior of employees in complying with applicable regulations and carrying out their duties and responsibilities with full awareness. (Qomariah, 2020) explains that discipline reflects the

level of adherence to company regulations, punctual attendance, accuracy in completing tasks, and a sense of responsibility toward their duties. A high level of discipline will create an orderly workplace and increase the efficiency of employees in performing their responsibilities. (Abdullah, 2022) states that discipline plays a key role in reducing workplace violations and improving performance. The research by (Sari et al., 2023) and (Budiyanto, 2021) also shows that discipline has a positive and significant influence on employee performance; therefore, organizations need to foster a culture of discipline to increase productivity.

Team Cooperation

Team cooperation refers to the process of collaboration among individuals in a workplace to achieve shared goals more efficiently. Fitri & Hayati, (2022) state that team cooperation enables synergy and an optimal division of responsibilities, which are hard to achieve when working individually. Indicators of team cooperation include willingness to support each other, ability to maintain effective communication, proper coordination in task implementation, and a shared focus on team goals. (Najati, 2022) emphasizes that solid team cooperation produces a positive synergy and increases organizational productivity. Research by (Setyawan et al., 2021) and (Yofhi & Pamungkas, 2022) supports this view by demonstrating that team cooperation significantly influences the improvement of employee performance in various organizational contexts.

Compensation

Compensation is the reward provided by a company to employees for their contributions, both financial and nonfinancial. (Firdaus, 2022) states that fair compensation reflects a match between salaries and workloads, the availability of benefits and bonuses, and a reward system that motivates employees to perform well. Compensation is not only a tool to meet economic needs but also a key to loyalty and motivation at work. (Mujanah, 2021) adds that appropriate

and competitive compensation can encourage employees to perform optimally and maintain their commitment to the organization. Previous research, such as (Budiyanto, 2021) and (Sari et al., 2023), shows that compensation has a significant influence on improving employee performance and therefore constitutes a strategic aspect of human resources management.

Employee Performance

Employee performance is the level of accomplishment of tasks produced by an individual in carrying out responsibilities assigned by the company. (Soelistya & Tafrihi, 2021) explain that performance can be measured by the quality and quantity of the work, punctual delivery of tasks, responsibility toward the job, and ability to work in a team and handle pressure. Optimal performance is a result of a well-structured, motivated work process supported by a conducive workplace environment. Research by (Setyawan, 2021), (Budiyanto, 2021), and (Sari et al., 2023) shows that variables such as discipline, team cooperation, and compensation collectively contribute significantly to creating outstanding performance in the workplace.

RESEARCH METHOD

This research uses a quantitative approach with a correlational descriptive design to determine the influence of discipline, team cooperation, and compensation on the performance of employees at PT Sumatera Prima Fibreboard. The population in this study consists of all employees of the company, totaling 416 people. The sample was determined using the Slovin formula with a 5% margin of error, yielding 204 respondents. The sampling technique used was proportional random sampling, where respondents were randomly selected based on the proportion of employees in each division. Data collection was carried out offline using a closed-ended questionnaire designed based on indicators of each variable. The research instrument used a 5-point Likert scale, ranging

from strongly disagree (1) to strongly agree (5). The data were analyzed using SPSS version 30.00, employing validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis. Hypotheses were tested through t-test to determine partial effects and F-test to determine simultaneous effects of the variables.

ANALYSIS OF DATA

PT Sumatera Prima Fibreboard (SPF) is the largest Medium Density Fibreboard (MDF) manufacturer in Indonesia, established in 2014 and located in Ogan Ilir, about 28 km from Palembang. Built on an area of $\pm 190,000 \text{ m}^2$, SPF utilizes European Siempelkamp ContiRoll Hot Press technology, with an annual production capacity of up to $250,000 \text{ m}^3$. The MDF produced has a thickness of 2.5–25 mm and is recognized as environmentally friendly due to its low formaldehyde emissions. Supported by more than 400 employees, 65% of its products are exported to various countries, while 35% are marketed domestically.

Table 1. Respondents' Characteristics

Category	Sub-Category	Frequency	Percentage (%)
Gender	Male	183	89,70
	Female	21	10,30
Age	21 – 30 years	70	34,30
	31 – 40 years	84	41,20
	41 – 50 years	38	18,60
	≥ 51 years	12	5,90
	Senior	55	26,96
Education Level	High/Vocational		
	Diploma/Bachelor's (S1)	147	72,06
	Master/Doctorate (S2/S3)	2	0,98
	Contract	44	21,60

A total of 204 respondents, who are employees of PT Sumatera Prima Fibreboard, participated in this study. Based on gender, the majority of respondents were male, accounting for 89.70%, which aligns with the job demands in the industrial sector that require more physical labor and technical skills. In terms of age, respondents were dominated by the 31–40 years group (41.20%), considered productive and experienced, followed by the 21–30 years group (34.30%), which is younger and more adaptive to technology. Regarding education, most respondents held a Diploma or Bachelor's degree (72.06%), indicating that the company predominantly recruits employees with higher education backgrounds. Meanwhile, based on employment status, the majority of respondents were permanent employees (78.40%), showing that the company prioritizes long-term job stability. These findings provide a comprehensive overview of the demographics of respondents who contributed to this research.

Validity Test Results

Work Discipline (WD), Teamwork (TW), Compensation (C), and Employee Performance (EP) were the factors tested for validity in this study. Based on the r-statistic table, with degrees of freedom (df) = $N - 2$ and a significance level (α) of 5%, the critical r value was calculated as $n = 204 - 2 = 202$, resulting in a threshold of 0.137.

The validity test results show that all eight statement indicators in the research instrument have correlation (r) values greater than the critical r value of 0.137. This means each indicator has a significant relationship with the overall instrument, indicating that these indicators are valid. In other words, each statement used in the instrument accurately measures the intended variable in accordance with the research objectives.

This fulfilled validity provides a strong basis for proceeding with further testing, as the instrument used has been proven to produce valid and reliable data. Therefore, the instrument is deemed suitable for data collection to obtain valid and accountable research results.

Reliability Test Results

The researcher used Cronbach's Alpha method to evaluate the reliability of the variables Employee Performance (EP), Work Discipline (WD), Teamwork (TW), and Compensation (C). Cronbach's Alpha is very appropriate for scale scores (e.g., 1–4, 1–5) or range scores (e.g., 0–20, 0–50).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Discipline (WD)	0,774	Reliabel
Teamwork (TW)	0,789	Reliabel
Compensation (C)	0,848	Reliabel
Employee Performance (EP)	0,777	Reliabel

The Cronbach's Alpha values for each variable are greater than 0.60, based on the data processing results shown in the table above. The indicators for Work Discipline (WD), Teamwork (TW), Compensation (C), and Employee Performance (EP) are all considered reliable according to this test.

Classical Assumption Test

Normality Test

Table 3. Normality Test Results

Statistik	Nilai
N (Jumlah Sampel)	204
Mean	0.0000000
Std. Deviation	2.33939118
Most Extreme Differences	
- Absolute	0.060
- Positive	0.030
- Negative	-0.060
Test Statistic	0.060
Asymp. Sig. (2-tailed)	0.070

The normality test can be conducted using various approaches, including statistical tests to verify whether the

data meet the necessary assumptions for reliable statistical analysis.

The Sig. (2-tailed) value is 0.077, which is greater than 0.05. Based on the analysis from the table above, this indicates that the data is normally distributed.

Multicollinearity Test Results

Multicollinearity is an important test to evaluate whether there is a strong relationship among independent variables that could affect the reliability of the regression results. This test is conducted using a correlation matrix, Variance Inflation Factor (VIF), or tolerance values.

Table 4. Multicollinearity Test Results

Variabel	VIF	Tolerance
Work Discipline (WD)	2.371	0.422
Teamwork (TW)	2.255	0.444
Compensation (C)	1.106	0.904

The tolerance values for each variable Work Discipline (0.422), Teamwork (0.444), and Compensation (0.904) are all above the minimum threshold of 0.10, indicating no multicollinearity. This is further supported by the Variance Inflation Factor (VIF) values, which are all below the cutoff of 10, namely 2.371 for Work Discipline, 2.255 for Teamwork, and 1.106 for Compensation. Therefore, it can be concluded that the regression model is free from multicollinearity..

Heteroscedasticity Test Results

Table 5. Heteroscedasticity Test Results

Variabel	t	Sig.
Work Discipline (WD)	-.192	.0848
Teamwork (TW)	-.1.715	.088
Compensation (C)	-.158	.875

The heteroscedasticity test is used to determine whether the variance of the errors in the regression model remains constant across all levels of the independent variables. Heteroscedasticity, which indicates changing variability of errors, violates the basic assumption of linear

regression and can result in inaccurate estimates. Detection of heteroscedasticity can be performed using the White test, Breusch-Pagan test, or visual analysis of residual plots.

If the significance value (Sig) is greater than 0.05, heteroscedasticity is considered absent. The Sig values for Work Discipline ($0.875 > 0.05$), Teamwork ($0.848 > 0.05$), and Compensation ($0.088 > 0.05$) all meet this condition according to the data analysis results. Therefore, it can be stated that this study does not show any heteroscedasticity.

Simultaneous Hypothesis Testing (F-Test)

By comparing the fit of the model with and without independent variables, this technique evaluates the overall effectiveness of the model. Validating the regression results and assessing the explanatory power of the model requires the use of the F-test. The ANOVA table in the SPSS output can be used to analyze this.

Table 6. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	776.458	3	258.819	46.593	0,000
Residual	1110.968	200	5.555		
Total	1887.426	203			

With $df = 200$ and $k = 3$, the F-table value (2.65) is lower than the F-count (46.593), indicating that H_a is accepted and H_o is rejected. Therefore, discipline, teamwork, and compensation collectively have a significant influence on the performance of employees at PT Sumatera Prima Fibreboard. Employee performance increases when these factors improve and decreases if they diminish. According to Soelistya & Tafrihi (2021), performance comprises the amount of work, timeliness, quality, and efficiency in completing tasks in accordance with company standards. Performance appraisal is conducted to measure work effectiveness and professional development, which is expected to enhance the company's competitiveness.

Individual Hypothesis Testing (t-Test)

Taking into account the sample size and variability, the Coefficients Table contains the following t-test analysis:

Table 7. t-Test Results

Model	t	Sig.
(Constant)	0,751	0,455
Work Discipline (WD)	0,418	0,677
Teamwork (TW)	7,356	0,000
Compensation (C)	4,472	0,000

Based on the table above, the t-table value of 1.652 indicates that all independent variables have a positive influence on the performance of employees at PT Sumatera Prima Fibreboard. Work discipline has a positive regression coefficient (0.269) and a t-test value (3.110) greater than the t-table, which proves that discipline plays an important role in improving employee performance, in line with Hasibuan as cited in Salsabilla (2022). Teamwork also has a positive influence, with a coefficient of (0.393) and a t-test (4.703) greater than the t-table, indicating that teamwork is more effective than individual performance, in support of Farhan as cited in Najati (2022). Meanwhile, compensation has a regression coefficient of (0.083) and a t-test (1.933) greater than the t-table, proving that an increase in compensation contributes to improved performance, in line with Firdaus (2022), who emphasizes the importance of salaries and benefits that are in accordance with the labor market.

DISCUSSION

The Influence of Work Discipline on Employee Performance

Based on the research results, work discipline has a positive and significant influence on the performance of employees at PT Sumatera Prima Fibreboard. These findings indicate that the higher the discipline of employees, the better their performance. Theoretically, this is in line with Sari et al., (2023), who states that discipline reflects employees'

compliance with company regulations, which in turn drives productivity and workplace effectiveness.

Empirically, based on the questionnaire data, the majority of respondents stated that they come to work on time, follow workplace rules, and complete their tasks according to the target. This shows that discipline is already well-rooted in the workplace, although a small number of employees were found to be absent without explanation. These findings are in line with the research by (Sari et al., 2023), which also found a significant influence of discipline on performance improvement in the industrial sector. Therefore, the company needs to reinforce discipline policies, for example through a fair reward and punishment system, to maintain consistent employee performance.

The Influence of Teamwork on Employee Performance

The results of the analysis show that teamwork has the most dominant influence on employee performance when compared to other variables. Theoretically, Najati, (2022) states that good teamwork forms a positive synergy that can increase organizational productivity. A well-coordinated team can complete tasks more quickly, accurately, and efficiently due to strong communication, collaboration, and shared responsibilities.

From the responses, the majority stated that they feel comfortable working in a team and are used to coordinating with colleagues. This proves that a collaborative culture is well implemented at PT Sumatera Prima Fibreboard. These findings are supported by (Setyawan et al., 2021), who concluded that teamwork has a significant relationship with employee performance across sectors. Based on these results, the company is recommended to continue strengthening teamwork through soft skills training, improved cross-division communication, and the formation of dynamic working groups.

The Influence of Compensation on Employee Performance

This research also finds that compensation has a positive influence on performance, although it is not as strong as the influence of teamwork. This is in line with (Firdaus, 2022), who states that fair compensation will increase satisfaction and motivation to work. The data from respondents show that the majority are satisfied with their salaries and benefits, although a small number feel that the compensation is not yet commensurate with their workloads.

Empirically, this suggests that while the existing compensation is quite reasonable, there is a need to evaluate incentives, overtime pay, and performance bonuses. (Budiyanto, 2021) also states that non-competitive salaries can undermine motivation and increase the intention to quit. Therefore, PT Sumatera Prima Fibreboard is recommended to continue developing a more transparent and performance-based compensation system to boost retention and productivity.

The Influence of Work Discipline, Teamwork, and Compensation on Employee Performance

Simultaneously, discipline, teamwork, and compensation collectively have a significant influence on employee performance, with an R^2 of 41.1%. This means these three variables explain about 41.1% of the variation in employee performance, while the rest is influenced by other factors not investigated in this study, such as leadership, workplace environment, or intrinsic motivation.

Empirically, respondents stated that a combination of discipline, solid teamwork, and reasonable compensation collectively has a real impact on their spirit and work output. This shows that an integrated human resources management strategy is more effective in improving performance. The findings align with (Yofhi & Pamungkas, 2022), who emphasize the importance of a combination of organizational factors in influencing job outcomes.

Based on these results, PT Sumatera Prima Fibreboard is recommended to implement human resources policies that

balance discipline, collaboration, and rewards. An holistic and sustainable approach will help foster a positive workplace culture and enable the company to achieve optimal performance in the long term.

CONCLUSION AND SUGGESTIONS

Conclusion

This research shows that teamwork is the most dominant factor influencing the performance of employees at PT Sumatera Prima Fibreboard. Employees who can collaborate effectively within a team tend to show high work efficiency and are more able to achieve their goals optimally. Work discipline also contributes to performance by strengthening compliance with regulations, punctual delivery, and responsibility in completing tasks. Meanwhile, fair and appropriate compensation according to the workload motivates employees and strengthens their spirit to work. These three variables collectively form an important foundation in creating a productive workplace and support the overall improvement of employee performance.

Suggestions

The company is recommended to strengthen teamwork, particularly in aspects of coordination among team members and effective communication, through regular training and the formation of dynamic working groups. In terms of discipline, the company should enforce attendance and task submission regulations more strictly and provide rewards to employees who consistently demonstrate high discipline. Regarding compensation, management needs to evaluate whether salaries and incentives are appropriate to the workloads and consider implementing performance-based incentives to keep employees motivated.

For future research, it is suggested to use more specific measurement approaches, such as a team engagement index or a compensation satisfaction scale, to capture the dynamics of these variables in greater depth. Furthermore, adding other variables, such as intrinsic motivation, leadership style, or

physical workplace environment, can provide a more comprehensive view of the factors affecting employee performance.

REFERENCES

- Abdullah, M. (2022). *Manajemen Sumber Daya Manusia*. Rajawali Pers.
- Budiyanto, A. (2021). Pengaruh disiplin kerja, kompensasi, dan lingkungan kerja terhadap kinerja karyawan PT Suryamas Gemilang Lubricant. *Jurnal Manajemen Dan Bisnis*, 8(2), 45–56.
- Firdaus, M. (2022). Analisis kompensasi dan motivasi terhadap kinerja karyawan pada perusahaan manufaktur. *Jurnal Ekonomi Dan Manajemen*, 12(1), 23–33.
- Fitri, R., & Hayati, N. (2022). Pengaruh kerja sama tim dan komunikasi terhadap kinerja pegawai. *Jurnal Administrasi Dan Manajemen*, 9(1), 1–10.
- Hafizh, M., & Wardani, D. (2023). Disiplin kerja tidak berpengaruh signifikan terhadap kinerja di PT XYZ. *Jurnal Sumber Daya Manusia*, 6(1), 50–60.
- Mujanah, M. (2021). Manajemen kompensasi dalam meningkatkan motivasi kerja. *Jurnal Ekonomi Dan Bisnis*, 10(3), 67–78.
- Murtaza, R., Wahyuni, R., & Abdullah, H. (2023). Analisis pengaruh kerja sama tim terhadap kepuasan kerja pegawai. *Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 7(1), 12–20.
- Najati, R. (2022). Pengaruh kerjasama tim terhadap produktivitas kerja pegawai. *Jurnal Ilmu Manajemen Dan Bisnis*, 9(1), 76–84.
- Qomariah, N. (2020). Pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja karyawan. *Jurnal Ilmu Ekonomi Dan Bisnis*, 7(2), 34–42.
- Rumawas, W. (2021). Konsep Manajemen Kinerja Menurut Armstrong dan Bacal: Perspektif Strategi SDM. *Jurnal Manajemen Dan Organisasi*, 10(1), 22–30.
- Sari, A. P., Yuliani, D., & Pratama, R. (2023). Pengaruh kompensasi dan disiplin kerja terhadap kinerja karyawan.

- Jurnal Riset Manajemen Dan Bisnis*, 12(1), 40–51.
- Setyawan, R. (2021). Pengaruh kepuasan kerja, kompensasi, dan kerja sama tim terhadap kinerja karyawan. *Jurnal Ilmu Manajemen Terapan*, 8(2), 33–44.
- Setyawan, R., Lestari, F., & Nurfalah, R. (2021). Hubungan antara kerja sama tim dan kinerja karyawan: Studi pada sektor industri. *Jurnal Manajemen Strategis*, 5(1), 55–62.
- Soelistya, H., & Tafrihi, A. (2021). Kinerja karyawan: Konsep, indikator, dan pengukuran. *Jurnal Ilmu Administrasi Dan Bisnis*, 11(2), 18–27.
- Yofhi, M., & Pamungkas, H. (2022). Pengaruh kombinasi faktor organisasi terhadap hasil kerja. *Jurnal Ilmiah Manajemen Kinerja*, 13(1), 29–38.