THE INFLUENCE OF COMPENSATION, WORK MOTIVATION AND WORK DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES IN ADMINISTRATIVE DEPARTMENT WITH WORK LOYALTY AS AN INTERVENING VARIABLE AT THE AIRPORT AUTHORITY OFFICE IN MEDAN REGION II

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Abstract
This study was to determine the effect of compensation, work motivation and work discipline on the performance of employees in the administrative division with work loyalty as an intervening variable. The research was carried out using associative quantitative research. is 70 and the researcher wants to make all of the population into a sample and uses a saturated sample technique. This research model is used with analysis paths and measuring tools used Smart PLS 3.3.3 data collection used is a questionnaire and survey. The results of this study have a direct influence from the 5 hypotheses and will be explained per hypothesis. Work Discipline has a negative and not significant effect on original sample -0.055 P values 0.642 > 0.05, Work Discipline has a positive and insignificant effect on Work Loyalty Original Sample 0.252 P values 0.

Keywords: Compensation, Work Motivation, Work Discipline, Work Loyalty, Employee Performance.

INTRODUCTION

An organization or company will continue to try to work as much as possible in carrying out its work in order to achieve the goals that have been previously set. The thing that must be considered for the realization of organizational goals is to have human resources who are experts and skilled compared to other resources.

Human resources are one of the important and valuable assets for an organization and company. The realization of a goal depends on the quality of human resources owned by the company and supported by several other factors of production. Without the role of humans, all work will not go well.

Competition between companies in the era of globalization is increasing, so that human resources (HR) are required to continuously develop themselves more actively. For this reason, the human resources needed at this time are those who are able to master technology quickly, adapt easily to circumstances, and understand technological changes.

In order for a company or organization to continue to survive and compete, technological developments are not enough if they are not supported by reliable human resources. The formation of reliable human resources (HR) within the organization begins during the selection process until the person can do the job in the company. With professional human resource management arrangements, it is hoped that employees will work productively. In order for the company's activities to run well, the company must have employees who have the skills and knowledge to manage the company so that employee performance increases. Improving employee performance will bring progress to the company and can survive in the face of unstable business competition.

According to Wexley and Yukl (in Sinambela, 2018;), performance is the application of balance theory, which states that a person will show maximum performance if he gets benefits and there is incentive in his work in a fair and reasonable manner. The company has a predetermined description in general as work standards that must be achieved by each employee.

LITERATURE REVIEW
Employee Performance
According to Robbin (2016) defining performance is a result achieved by employees in their work according to certain criteria that apply to a job.

Performance Indicator
According to Robbins (2016) there are six performance indicators including:
1. Quality of work, measured from the leadership's perception of the quality of the work produced and the perfection of the tasks on the skills and abilities of employees.
2. The quantity, or the amount one is targeted to produce, is usually expressed in terms such as units, the number of activity cycles completed.
3. Timeliness is the level of work activity that can be completed within a certain time that has been set as a standard for achieving work completion time.
4. Effectiveness, maximizing the level of use of organizational resources (energy, budget, technology, raw materials) with the aim of increasing work results.
5. Independence is the level of an employee who will be able to carry out their work functions, work commitments with agencies and employee responsibilities to the organization.
6. Commitment is an effort to motivate oneself and others in carrying out and completing work.

Loyalty
According to Saydam quoted in Riyanti (2015), work loyalty is the determination and ability to obey, carry out and practice something that is obeyed with full awareness and responsibility, determination and ability that must be proven in attitudes and daily behavior and in carrying out tasks. This opinion is understood that employee loyalty arises from within the employee to remain loyal to the company where he works because of responsibility and ability.

Loyalty Indicator
According to Saydam quoted in Riyanti (2015) indicators of loyalty are:
1. Obedience or compliance, namely the ability of an employee to comply with all applicable official regulations and comply with official orders given by an authorized superior and be able to not violate specified prohibitions.
2. Responsibility, namely the ability of an employee to complete the work assigned to him

properly, on time, and dare to take risks for decisions made or actions taken.
3. Devotion is a sincere contribution of thought and energy to the company.
4. Honesty is harmony between what is said or done with reality.

Compensation

According to Simamora (2014), stated that compensation is a form of return in the form of financial, tangible services and benefits received by employees as part of an employment relationship.

Compensation Indicator

According to Simamora (2014) compensation indicators are as follows:
1. Wages and Salaries, Wages relate to hourly rates. Wages are the most frequently used pay base for production and maintenance workers. Salary generally applies to weekly, monthly, and yearly pay rates.
2. Incentives, incentives are additional compensation above or beyond the salary or wages provided by the organization.
3. Allowances, Benefits are health and life insurance, vacations paid by the company, pension plans, and other benefits related to employment relations.
4. Facilities, Facilities are facilities and infrastructure prepared by the company to support the smooth running of employees at work. Like a comfortable room, ample parking space, etc.

Motivation

According to Mangkunegara (2017) motivation is the condition or energy that drives employees that is directed or aimed at achieving organizational goals company.

Work Motivation Indicator

Indicators of work motivation According to Mangkunegara (2017), namely:
1. Work hard, namely fully carrying out activities of one's abilities.
2. Future orientation, namely interpreting what will happen in the future and future plans.
3. High level of aspirations, namely having more will

Employee Discipline

According to Sutrisno (2019) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms.

Work Discipline Indicator

Indicators of work discipline according to Sutrisno (2019) are as follows:
1. Obey the rules of time. Judging from the hours of going to work, going home from work, and taking breaks on time according to the rules that apply in the company.

2. Obey company regulations, basic regulations regarding how to dress and behave in work.
3. Obey the rules of conduct at work Demonstrated by ways of doing jobs in accordance with duties, positions and responsibilities as well as how to relate to other work units.
4. Obey other regulations in the company Rules about what employees may and may not do in the company

METHOD

According to (Sugiyono 2017) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing established hypotheses. The research location was carried out at the Medan Region II Airport Authority Office.

According to Sugiyono (2017) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were 70 employees while the sample technique used was a saturated sample.

The real data source is primary data. Methods of data collection using a questionnaire. The regression equation is:

$$Z = a + b1X1 + b2X2 + b3X3 + e$$
$$Y = a + b4X1 + b5X2 + b6X3 + b7Z + e$$

Where:
Y = Employee Performance
Z = Work Loyalty
X1 = Compensation
X2 = Work Motivation
X3 = Work Discipline
b1 = work motivation coefficient
b2 = Compensation coefficient
b3 = Coefficient of Work Discipline
b4 = work motivation coefficient
b5 = work environment coefficient
b6 = Compensation coefficient
b7 = coefficient of Job Loyalty
a = constant

Data analysis technique

Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, it will be seen how big the correlation is between the indicators and their latent constructs. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2012).

b. Discriminant Validity

This validity test explains whether the two variables are sufficiently different from one another. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how much is the correlation value between indicators that measure variables). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the

Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of the regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for the value of t table is 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION
Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator score and the construct score. Individual

indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in Figure 1 below:

Figure 1. Outer Model Stage 1
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings Stage 1

Table 1. Outer Loadings stage 1

	Work Discipline (X3)	Employee Performance (Y)	Compensation (X1)	Work Loyalty (Z)	Work Motivation (X2)
X1.1			0.909		
X1.2			0.876		
X1.3			0.768		
X1.4			0.932		
X2.1					0.881
X2.2					0.837
X2.3					0.848
X3.1	0.834				
X3.2	0.141				
X3.3	0.838				
X3.4	0.890				
Y. 1		0.777			
Y.2		0.882			

Y.3		0.834		
Y.4		0.818		
Y.5		0.875		
Y.6		0.390		
Z. 1				0.858
Z. 2				0.765
Z. 3				0.882
Z. 4				0.892

Source: Smart PLS 3.3.3

In table 1 above, indicators X3.2 and Y.6, have a loading factor < 0.7, meaning that the indicator is an invalid indicator while to measure the construct it must be in a valid state, namely loading factor > 0.7, therefore the invalid indicator must be removed and will be recalculated without indicators X3.2 and Y.6 to find out whether removing indicators X3.2 and Y.6 will make the data valid, stage 2 calculations will be carried out as follows:
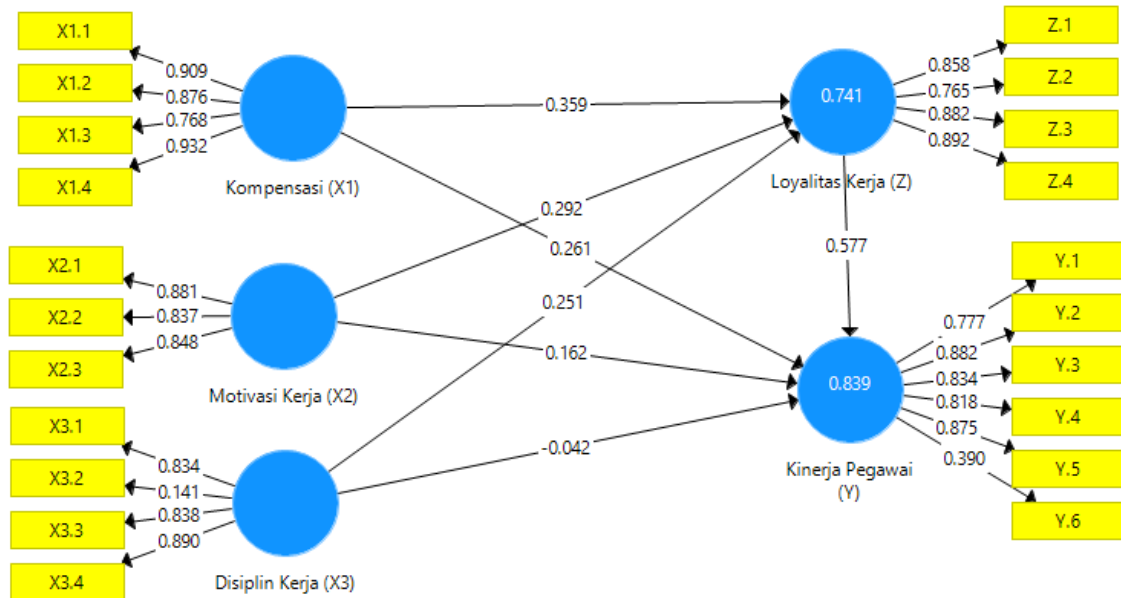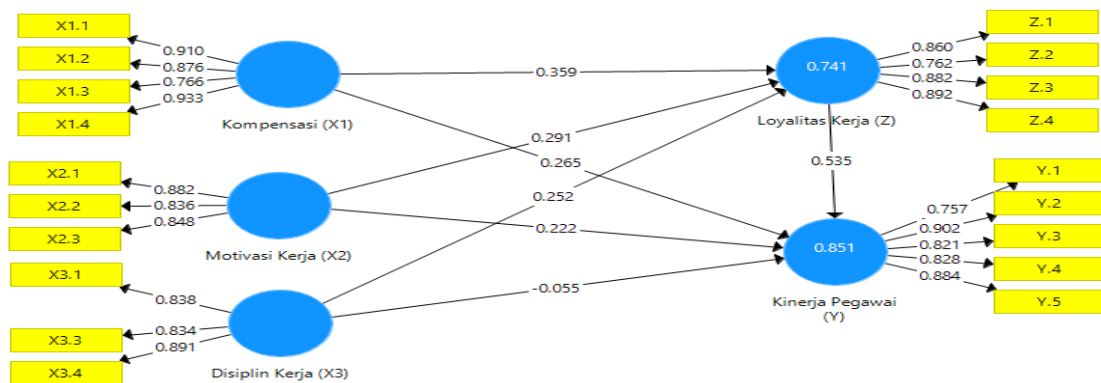

Figure 2. Outer Model Stage 2
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table:

Table 2. Outer Loadings stage 2

	Work Discipline (X3)	Employee Performance (Y)	Compensation (X1)	Work Loyalty (Z)	Work Motivation (X2)
X1.1			0.910		
X1.2			0.876		
X1.3			0.766		
X1.4			0.933		
X2.1					0.882
X2.2					0.836
X2.3					0.848
X3.1	0.838				
X3.3	0.834				

X3.4	**0.891**			
Y. 1		**0.757**		
Y.2		**0.902**		
Y.3		**0.821**		
Y.4		**0.828**		
Y.5		**0.884**		
Z. 1			**0.860**	
Z. 2			**0.762**	
Z. 3			**0.882**	
Z. 4			**0.892**	

Source: Smart PLS 3.3.3

Table 2 above shows that the stage 2 assessment shows the results of a loading factor > 0.07, meaning that all indicators are valid after indicators X3.2 and Y.6 are deleted because they are invalid so that the number of indicators now is 19 indicators. After the loading factor is valid, further research can be carried out. This means that all indicators are valid indicators to measure the construct.

2. Discriminatory Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables. The following is the cross loading value for each indicator:

Table 3. Discriminant Validity

	Work Discipline (X3)	Employee Performance (Y)	Compensation (X1)	Work Loyalty (Z)	Work Motivation (X2)
X1.1	0.818	0.818	**0.910**	0.758	0.830
X1.2	0.782	0.729	0.876	0.740	0.801
X1.3	0.513	0.652	0.766	0.620	0.542
X1.4	0.819	0.786	0.933	0.766	0.869
X2.1	0.858	0.742	0.825	0.750	**0.882**
X2.2	0.681	0.724	0.691	0.761	0.836
X2.3	0.683	0.713	0.739	0.596	0.848
X3.1	0.838	0.703	0.758	0.717	0.816
X3.3	0.834	0.698	0.661	0.631	0.648
X3.4	**0.891**	0.639	0.751	0.722	0.756
Y. 1	0.615	0.757	0.657	0.722	0.522
Y.2	0.747	**0.902**	0.776	0.816	0.868
Y.3	0.556	0.821	0.681	0.692	0.656
Y.4	0.656	0.828	0.727	0.735	0.684
Y.5	0.750	0.884	0.752	0.782	0.800

Z. 1	0.763	0.705	0.746	0.860	0.802
Z. 2	0.479	0.681	0.543	0.762	0.467
Z. 3	0.695	0.801	0.692	0.882	0.739
Z. 4	0.779	0.844	0.810	**0.892**	0.761

Source: Smart PLS 3.3.3

The table above shows the indicators for the research variables that have a higher cross loading value than the other variables. The cross-loading value for the Work Discipline variable is higher than the other variables. The cross-loading value for the Employee Performance variable is higher than the other variables.

3. Composite reliability

The next test is the composite reliability of the indicator blocks that measure constructs. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at construct reliability or latent variables which are measured by looking at the Cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following describes the construct results for each variable, namely Work Discipline, Employee Performance, Compensation, Work Loyalty, Work Motivation with each variable and indicator. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X3)	0.815	0.890	0.730
Employee Performance (Y)	0.895	0.923	0.705
Compensation (X1)	0.895	0.928	0.763
Work Loyalty (Z)	0.872	0.913	0.724
Work Motivation (X2)	0.817	0.891	0.732

Source: Smart PLS 3.3.3

Table 4 above shows that the Average Variance Extracted (AVE) for each variable, namely Work Discipline, Employee Performance, Compensation, Work Loyalty, Work Motivation has a construct > 0.50 meaning that all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value of each variable shows a construct value > 0.60. These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

Furthermore, in the table above, Cronbach's alpha, each variable shows a construct value > 0.70, thus these results indicate that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So it can be concluded that the indicators used in this study have high discriminant validity in compiling their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.851	0.841
Work Loyalty (Z)	0.741	0.730

Source: Smart PLS 3.3.3

Based on table 5 above, it shows that the R Square value for the Employee Performance variable is 0.851. This acquisition explains that the percentage of employee performance is 85.1%. This means that the variables of Compensation, Work Discipline, Work Motivation and Work Loyalty affect performance by 85.1% and the remaining 14.9% are influenced by other variables. Meanwhile, the R Square value for the Work Loyalty variable is 0.741. This acquisition explains that the percentage of work loyalty is 74.1%. This means that the variables Compensation, Work Discipline, Work Motivation affect Work Loyalty by 74.1% and the remaining 25.9% are influenced by other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 6. Fit models

	Saturated Model	Estimation Models
SRMR	0.084	0.084
d_ULS	1,346	1,346
d_G	1,751	1,751
Chi-Square	535,848	535,848
NFIs	0.855	0.855

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model are in table 6. The following shows that the NFI value of 0.855 means FIT. Thus, from these results it can be concluded that the model in this study already has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 7. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X3) -> Employee Performance (Y)	-0.055	0.466	**0.642**	**Rejected**
Work Discipline (X3) -> Work Loyalty (Z)	0.252	1,488	**0.137**	**Rejected**
Compensation (X1) -> Employee Performance (Y)	0.265	2,478	**0.014**	**Accepted**
Compensation (X1) -> Work Loyalty (Z)	0.359	2,939	**0.003**	**Accepted**
Work Loyalty (Z) -> Employee Performance (Y)	0.535	3,254	**0.001**	**Accepted**
Work Motivation (X2) -> Employee Performance (Y)	0.222	1,369	**0.172**	**Rejected**
Work Motivation (X2) -> Work Loyalty (Z)	0.291	1,963	**0.050**	**Rejected**

Source: Smart PLS 3.3.3

Based on table 7 above, there is a direct effect of the 5 hypotheses and will be explained per hypothesis. Work Discipline has a negative and not significant effect on Original sample -0.055 P values 0.642 > 0.05, Work Discipline has an insignificant positive effect on Work Loyalty Original Sample 0.252 P values 0.137 > 0.05, Compensation has a positive and significant effect on Employee Performance Original Sample 0.265 P values 0.014 <0.05, Compensation has a positive and significant effect on Work Loyalty Original Sample 0, 359 P values 0.003 <0.05, Work Loyalty has a positive and significant effect on Original Sample Employee Performance 0.535 P values 0.001 <0.05, Work Motivation has no significant positive effect on Original Sample Employee Performance 0.222 P values 0.172 > 0.05,

Table 8. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X3) -> Work Loyalty (Z) -> Employee Performance (Y)	0.135	1,266	**0.206**	**Rejected**

Compensation (X1) -> Work Loyalty (Z) -> Employee Performance (Y)	0.192	2,085	**0.038**	**Accepted**
Work Motivation (X2) -> Work Loyalty (Z) -> Employee Performance (Y)	0.156	1.635	**0.103**	**Rejected**

Based on table 8 above, there is an indirect effect of Work Discipline on Employee Performance through Work Loyalty which has a positive and insignificant effect with an Original Sample value of 0.135 P values 0.206 > 0.05 meaning that Work Loyalty is not an intervening variable. Work Motivation has no significant positive effect on Employee Performance through Work Loyalty with an Original Sample value of 0.156 P values 0.103 > 0.05.

CLOSING
Conclusion
1. Work Discipline has a negative and insignificant effect on Employee PerformanceMedan Region II Airport Authority Office
2. Work Discipline has no significant positive effect on Work LoyaltyMedan Region II Airport Authority Office
3. Compensation has a positive and significant effect on employee performanceMedan Region II Airport Authority Office
4. Compensation has a positive and significant effect on Work LoyaltyMedan Region II Airport Authority Office
5. Work Loyalty has a positive and significant effect on Employee PerformanceMedan Region II Airport Authority Office
6. Work motivation has no significant positive effect on employee performanceMedan Region II Airport Authority Office
7. Work motivation has a positive and insignificant effect on work loyaltyMedan Region II Airport Authority Office
8. Work Discipline on Employee Performance through Work Loyalty has a positive and insignificant effectMedan Region II Airport Authority Office
9. Compensation has a positive and significant effect on Employee Performance through Work LoyaltyMedan Region II Airport Authority Office.
10. Work Motivation has no significant positive effect on Employee Performance through Work LoyaltyMedan Region II Airport Authority Office

Suggestion
1. The organization must provide compensation according to the work and results of employee work and differentiate compensation for each division and as needed.
2. Organizations must motivate employees to work with people who are very influential and have success.
3. Organizations must make strict rules to regulate employee discipline.

4. Organizations must teach employees to be loyal to other employees and other jobs to facilitate performance.

    Organizations must carry out supervision to see the performance of employees.

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