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## The Effect of Work Discipline and Compensation on Employee Performance at the Waste Handling Unit (UPS) of the Setiabudi Reservoir Water Agency, South Jakarta

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### Abstract

Employee performance is an important factor in supporting the effectiveness of public services, especially in the hygiene and environmental management sector which has a high level of risk and field workload. The Waste Management Unit (UPS) of the Setiabudi Reservoir Water Agency has a strategic role in maintaining the cleanliness of the reservoir and flood control in the South Jakarta area, so it requires human resources who have high work discipline and are supported by a fair and adequate compensation system. However, in practice, there are still various challenges related to discipline and perception of compensation that have the potential to affect employee performance. Therefore, this study aims to analyze the influence of work discipline and compensation on employee performance at the Setiabudi Reservoir Water Agency UPS. This study used a quantitative method with SPSS 27 analysis tools. Data was collected through the distribution of questionnaires to UPS employees of the Setiabudi Reservoir Water Agency as research respondents. The results of the study show that work discipline has a positive and significant effect on employee performance, which indicates that compliance with rules, punctuality, and work responsibility can improve the effectiveness and quality of performance. Thus, this study provides the implication that improving work discipline and improving compensation policies in a sustainable manner is a strategic step in improving employee performance and the quality of public services in the field of environmental management.

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### Keywords:

*Work Discipline;*

*Compensation;*

*Employee Performance*

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## INTRODUCTION

The Industrial Revolution 4.0 has brought major changes in the world of work through the integration of digital technology, automation, and data-driven systems (George, 2024; Majam & Jarbandhan, 2022; Musarat et al., 2023; Pang et al., 2025; Tsaramiris et al., 2022). These changes require organizations to have adaptive, disciplined, and high-performing human resources. In this context, human resource management plays a strategic role, especially in creating a conducive work environment, a fair compensation system, and a motivational mechanism that is able to encourage employee performance in a sustainable manner. Organizations that fail to manage these internal factors risk declining performance and losing competitiveness (Jafari-Sadeghi et al., 2023; Mutamimah et al., 2022; Nguyen et al., 2023; Sonmez Cakir et al., 2025).

The issue of employee productivity and performance has become a global concern, including in the public sector. Various international studies show that low work discipline and

dissatisfaction with compensation contribute to a decline in labor productivity. In Indonesia, similar challenges are still being faced, especially in the public service sector and field work. Data from the Indonesian Ministry of Manpower shows that Indonesia's labor productivity is still lagging behind neighboring countries, one of which is due to weak work discipline and the suboptimal reward system. This condition also has an impact on the environmental management sector, including the water body waste handling unit in DKI Jakarta.

The Waste Management Unit (UPS) of the Setiabudi Reservoir Water Agency, South Jakarta is one of the strategic units that plays a role in maintaining environmental cleanliness and flood control. However, based on internal observations and data, this unit still faces problems with work discipline, such as suboptimal attendance rates, delays in task implementation, and lack of consistency in reporting activities. In addition, the compensation system implemented is considered not fully balanced with the burden and risk of work in the field, so it has the potential to reduce employee motivation and performance.

Work discipline and compensation are two important factors that theoretically and empirically affect employee performance. Previous studies have shown that high discipline and fair compensation can increase productivity and work effectiveness. However, research that specifically examines the influence of these two factors on waste management institutions and the environment is still limited. Therefore, this study focuses on analyzing the influence of work discipline and compensation on employee performance in the Waste Management Unit (UPS) of the Setiabudi Reservoir Water Agency.

This research has high urgency considering the strategic role of the Setiabudi Reservoir Water Agency UPS in public services and the sustainability of the urban environment. The results of the research are expected to make a theoretical contribution to the development of public sector human resource management and become the basis for policy recommendations that are applicable to improving the performance and welfare of environmental officers in DKI Jakarta.

Based on the background, research gap, and urgency described above, this study aims to analyze and examine the effect of work discipline and compensation on employee performance at the UPS of the Setiabudi Reservoir Water Agency, South Jakarta. Furthermore, this research also seeks to provide empirical evidence regarding the role of human resource management factors in improving employee performance in the public service and environmental management sector.

## **MATERIALS AND METHODS**

In carrying out a research, it is necessary to have a method or technique used to research phenomena. The research methodology includes a set of principles, rules, and procedures that guide researchers in designing and conducting research scientifically to produce valid knowledge. According to Neuman (2023), research methods are scientific ways to obtain data with specific purposes and uses.

Based on the research objectives and phenomena taken by the researcher, the type of research used is quantitative research with a descriptive approach. This type of quantitative research is a type of research that collects data in the form of numbers based on statements in a questionnaire where the results will be processed in a statistical process to test whether the researcher's hypothesis is true or not. Meanwhile, the descriptive approach is to describe an

existing phenomenon.

This research is included in the category of research that is associative causal or cause and effect, meaning relationships that affect each other. In this study, the associative method was used to find out whether work discipline and compensation had an effect on employee performance.

## **RESULTS AND DISCUSSION**

### ***Description of Research Object***

The Waste Handling Unit (UPS) of the Setiabudi Reservoir Water Agency is one of the operational units under the coordination of the DKI Jakarta Provincial Environment Office. This unit has the main responsibility for maintaining the cleanliness and smooth functioning of water bodies, including rivers, connecting channels, reservoirs, rivers, and lakes in the Setiabudi area and its surroundings. The existence of the Setiabudi Reservoir Water Agency UPS is very important in supporting flood control, maintaining environmental quality, and creating comfort and public health in densely packed urban areas.

In carrying out its operational duties, the Setiabudi Reservoir Water Agency UPS carries out various field activities that include cleaning garbage in the water body, operating garbage filtration machines, transporting garbage using a fleet of trucks, and monitoring water flow conditions, especially in the rainy season. These activities are carried out regularly and continuously to prevent the accumulation of garbage that can hinder the flow of water and increase the risk of flooding. In addition to technical activities, this unit also carries out administrative and supervisory functions to ensure that all operational activities run in accordance with the established procedures.

The UPS of the Setiabudi Reservoir Water Agency is supported by 58 employees consisting of various positions and work functions, including field officers, heavy equipment operators, garbage filter machine operators, garbage truck drivers, as well as supervisory and administrative personnel. Employees work in a morning and night shift system, with job characteristics that demand punctuality, high discipline, responsibility, and the ability to work together in a team. The high level of work risk, dynamic field working conditions, and increased workload at certain times make aspects of work discipline and compensation important factors in supporting employee performance.

As a public service unit, UPS Setiabudi Reservoir Water Agency continues to strive to improve the effectiveness and efficiency of its operational performance. These efforts are carried out through work system arrangements, employee supervision, and the provision of compensation which is expected to encourage work spirit and responsibility. However, in practice, there are still challenges related to the consistency of work discipline and the suitability of compensation with the workload in the field. Therefore, this study is focused on examining the influence of work discipline and compensation on the performance of UPS employees of the Setiabudi Reservoir Water Agency as a basis for consideration in improving human resource policies and improving the quality of public services.

### ***Hypothesis Testing***

#### ***a. T test***

The t-test is carried out to find out the influence of each or partial independent variable on the bound variable. The basis for making this test decision is that if the significance value

of  $< 0.05$  or  $t$  calculated  $> t$  table of independent variables has no influence on the dependent variable. The results of the t-test can be seen in the table below.

**Table 1.** Hypothesis Test Results (t-Test)

Model	Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t	Sig.
1	(Constant)	29.979	6.925	-	4.329	< .001
	DISIPLIN KERJA	0.102	0.038	0.300	2.704	0.009
	KOMPENSASI	0.577	0.118	0.543	4.896	< .001

Source : SPSS 27, Processed by Researchers, 2026

#### 1) Testing of Work Discipline Variables on Employee Performance (H1)

Based on the test results, the Work Discipline Variable had a calculated  $t$  value of 2.704 which was greater than the  $t$  table (2.00) and a significance value of 0.009 which was smaller than ( $\alpha=0.05$ ). Therefore, it can be concluded that Work Discipline has a positive and significant effect on Employee Performance in the Waste Management Unit (UPS) of the Setiabudi Reservoir Water Agency. This indicates that the higher the level of work discipline applied by employees, such as compliance with rules and punctuality, the more the performance produced in maintaining the cleanliness of the reservoir will also increase.

#### 2) Testing of Compensation Variables on Employee Performance (H2)

Based on the test results, the Compensation Variable had a calculated  $t$ -value of 4.896 which was much greater than the table  $t$  (2.00) and a significance value of  $< 0.001$  which was smaller than ( $\alpha=0.05$ ). Therefore, it can be concluded that Compensation has a positive and significant effect on Employee Performance at the Waste Handling Unit (UPS) of the Setiabudi Reservoir Water Agency. This indicates that the provision of fair compensation, whether in the form of salaries, incentives, or insurance facilities, has proven to be a strong driving factor for employees to provide more optimal work results for the organization.

#### c. Model Accuracy Test ( F Test )

According to Ghazali (2018), the F test was carried out to see if the analyzed model has a high level of model feasibility, namely the variables used by the model and to explain the phenomenon being analyzed.

**Table 2.** Model Accuracy Test Results (f-test)

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	436.316	2	218.158	14.014	< .001
	Residual	856.184	55	15.567	-	-
	Total	1292.500	57	-	-	-

Source : SPSS 27, Processed by Researchers, 2026

Based on the test results in the ANOVA table above, it is known that the F value of the calculation is 14.014. This value is then compared with the F table of 3.16, so that a comparison of F calculation ( $14.014 > F$  table (2.77)) is obtained. In addition, the significance value

obtained is  $< 0.001$ , which is much smaller than the specified significance level of  $\alpha=0.05$ ). This indicates that the regression model used is appropriate (fit) to explain the Employee Performance variable.

In other words, if the company is able to improve the quality of work discipline and provide appropriate compensation in tandem, it will actually encourage the improvement of employee performance collectively in carrying out operational tasks in the field.

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

The test results showed that work discipline had a real contribution to improving the performance of employees of the Waste Handling Unit (UPS) of the Setiabudi Reservoir Water Agency. These findings indicate that orderly, consistent, and rule-compliant work behavior is an important factor in supporting the successful implementation of water body cleanliness management tasks. Work discipline is not only related to attendance, but also reflects the seriousness of employees in carrying out their responsibilities.

In the operation of the Setiabudi Reservoir Water Agency UPS, work discipline plays a role as the main foundation for the smooth running of field activities. Punctuality, adherence to work schedules, and consistency in following work procedures greatly determine the effectiveness of cleaning channels, reservoirs, and rivers. Employees who have good work discipline tend to be able to work regularly, minimize delays, and reduce the potential for work to be delayed or not completed as planned.

From the point of view of Campbell's (1990) performance theory, work discipline is a form of work behavior that can be observed and evaluated directly. This behavior contributes to the achievement of organizational goals through improving the quality and quantity of work results. In the context of this study, employees who show a high level of discipline are able to maintain a stable work rhythm, work according to standards, and show responsibility for their work results, thus having a positive impact on overall performance.

The results of this study corroborate the results of previous research conducted by Maharaswati and Widyawati (2025), Sholikhah, Subagyo, and Leksono (2025), Nanik Widiyaningsih and Artanti (2025), Evi Marcilia (2024) found that work discipline has a positive effect on employee performance in the public service and environmental management sectors. Based on these results, it can be concluded that the improvement in the performance of UPS employees of the Setiabudi Reservoir Water Agency is inseparable from the application of consistent work discipline. Therefore, organizations need to place work discipline as part of the work culture, through continuous supervision, clarity of rules, and example from leaders. With strong work discipline, employees are expected to be able to make an optimal contribution in supporting public service functions and environmental sustainability.

### **The Effect of Compensation on Employee Performance**

Based on the results of statistical testing, the compensation variable was proven to have a positive and significant effect on the performance of employees of the Waste Handling Unit (UPS) of the Setiabudi Reservoir Water Agency. These findings show that compensation received by employees, both in financial and non-financial forms, has an important role in driving improved work outcomes. Employees who feel that their compensation is in accordance with their workload and responsibilities tend to show more optimal performance in carrying out operational tasks of water body waste management.

The effect of compensation on employee performance can be explained through Maslow's theory of needs, which states that the fulfillment of basic needs such as salary, benefits, and job security guarantees will create a sense of security and stability for individuals. In the context of the Setiabudi Reservoir Water Agency's UPS, compensation is an important factor considering the characteristics of work that are field-based, have work risks, and require physical and mental readiness. When the basic needs of employees are met through an adequate compensation system, employees will be more focused and motivated to get the job done well.

In addition, these findings are also in line with Herzberg's two-factor theory which explains that compensation is included in hygienic factors that can prevent job dissatisfaction. If compensation is felt to be unfair or untimely, it can reduce work morale and negatively impact performance. On the other hand, providing proper and timely compensation can create job satisfaction, so that employees are more motivated to maintain the quality and quantity of their work, including in the face of increased workload during the rainy season.

According to research from Pijay Fauzan et al. (2025), Parwati and Heryanda (2024), Andani (2024) found that work compensation has a positive effect on employee performance. Meanwhile, research from Yuningsih, Tikaromah, and Ahyar (2024) found the opposite result that compensation has no effect on employee performance. The implication of the results of this study is the need for serious attention from the management of the Setiabudi Reservoir Water Agency UPS to the compensation system implemented. Adjustment of compensation to workload, work risk, and timeliness of incentivization are expected to improve employee motivation and performance in a sustainable manner. With a fair and transparent compensation system, employees will feel valued, so that they are able to make a maximum contribution in maintaining the cleanliness and function of water bodies as part of public services.

## **CONCLUSION**

Work discipline has a positive and significant effect on compensation. Employees show a high awareness of individual responsibilities at work, compliance with applicable rules, and a professional attitude in interacting with leaders. Good work ethics and respect for organizational structure are the main strengths in the application of work discipline, which supports the creation of an orderly and conducive work environment. Compensation has a positive and significant effect on compensation. Employees feel that there is fairness in the provision of bonuses and incentives based on work achievements, as well as the ease of obtaining normative rights such as leave. This condition shows that the organization already has a transparent reward mechanism and is able to encourage employee work motivation. The implementation of fair and performance-appropriate compensation also reflects the organization's attention to employee welfare, thereby supporting the creation of harmonious working relationships and continuous performance improvement.

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