

# **Analysis of Work Motivation, Work Discipline and Compensation in an Effort to Improve Employee Performance in Belikopi Merr Surabaya**

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## **Abstract**

This study aims to analyze work motivation, work discipline, direct compensation and obstacles that affect the performance of employees of Belikopi Merr Surabaya. The samples in this study are Area Managers, Store Captains, and Employees. Data collection techniques used are observation, interviews and documentation. This study uses descriptive qualitative data analysis consisting of data reduction, data presentation and drawing conclusions/verification as well as testing the validity of the data used, namely triangulation of sources and techniques. The results of this study found that the work motivation of Belikopi Merr Surabaya employees was quite good, the work discipline of Belikopi Merr Surabaya employees was fairly good, direct compensation for Belikopi Merr Surabaya employees is still lacking and the obstacles that affect employee performance are: (a) Employees who do not have skills at work, (b) Employees who do not understand the disciplinary regulations that have been set, (c) Salary and Incentives, (d) Employees who are not responsible for their work.

## **Keywords :**

Direct Compensation, Employee Performance, Work Discipline, Work Motivation.

## **1. Introduction**

The rapid growth and progress of the bureaucracy is currently spurring every organization, both government and private organizations to be able to compete and be innovative in order to maintain organizational continuity and achieve the goals of the organization concerned. According to (Bintoro, 2017) states that "Human resources are a science or a way of how to manage the relationships and roles of resources (labor) owned by individuals efficiently and effectively and can be used optimally. The emergence of various coffee shops in Indonesia has indeed been growing in recent years. This can be seen from the significant increase in the number of coffee shops in recent years as well as domestic consumption of coffee. The number of coffee shops in Indonesia has tripled from 1,083 outlets in 2016 to more than 2,937 outlets in 2019, and this number will continue to grow to date. One of the currently developing coffee shops in Indonesia is Belikopi, Belikopi is a coffee shop that was established in 2019 with its first outlet in Babat, Lamongan. Belikopi is synonymous with a minimalist industrial interior design concept by selling a variety of coffee and non-coffee drink menu variants as well as ropang (toast) with a variety of toppings. With very affordable prices, Belikopi outlets are always crowded with visitors and now has 112 outlets spread across Java and Bali. During the observation process at Belikopi Merr Surabaya, researchers found several problems, namely employees having less initiative in doing their jobs, feeling no progress at work, besides that strict regulations made employee performance decrease, some even thought of looking for another job and salary. received is not in accordance with the job. With very affordable prices, Belikopi outlets are always crowded with visitors and now has 112 outlets spread across Java and Bali. During the observation process at Belikopi Merr Surabaya, researchers found several problems, namely employees having less initiative in doing their jobs, feeling no progress at work, besides that strict regulations made employee performance decrease, some even thought of looking for another job and salary. received is not in accordance with the job. With very affordable prices, Belikopi outlets are always crowded with visitors and now has 112 outlets spread across Java and Bali. During the observation process at Belikopi Merr Surabaya, researchers found several problems, namely employees having less initiative in doing their jobs, feeling no progress at work, besides that strict regulations made employee performance decrease, some even thought of looking for another job and salary. received is not in accordance with the job.

## **1.1. Literature Review**

### **1.1.1. Previous Research**

Research conducted by Chayani (2020) with the aim of testing work motivation in improving employee performance at PT. Cipta Kridatama site TIA Sebanban, the results of the study found that employees will feel happy, happy because the company has paid attention to all rights, needs and desires. Research conducted by Rayliem et al., (2022) with the aim of knowing employee discipline at PT. Mekada Abadi Medan, the results of the study found that employee work discipline is still lacking, several things that must be considered are the disciplinary attitude of employees to the company and the sanctions given by the company to its employees and compensation for incentive payments must be in accordance with the promised date. Research conducted by Darmaesti & Noviani (2021) with the aim of knowing the implementation of the company's compensation to its employees and the effect on employee performance with compensation at the Alila Solo hotel, the results of the study found that the increase in compensation received by Alila Solo hotel employees had an effect on improving employee performance at the hotel. Research conducted by Hakim & Fanani (2019) with the aim of describing the performance of employees at PT. Reycom Solutions Document, the research results found good performance because it was influenced by several factors including the presence of external factors, compensation and motivation on employee performance. the results of the study found that the increase in compensation received by employees of the Alila Solo hotel had an effect on increasing the performance of employees at the hotel. Research conducted by Hakim & Fanani (2019) with the aim of describing the performance of employees at PT. Reycom Solutions Document, the research results found good performance because it was influenced by several factors including the presence of external factors, compensation and motivation on employee performance. the results of the study found that the increase in compensation received by employees of the Alila Solo hotel had an effect on increasing the performance of employees at the hotel. Research conducted by Hakim & Fanani (2019) with the aim of describing the performance of employees at PT. Reycom Solutions Document, the research results found good performance because it was influenced by several factors including the presence of external factors, compensation and motivation on employee performance.

## **1.2. Theoretical Basis**

### **1.2.1. Work Motivation**

Motivation is the driving force or driving force of a person to do his work in an effort to achieve a goal. According to Adha et al., (2019) Motivation is the provision of driving force that creates enthusiasm for someone's work so that they are able to work together, work effectively and with integrity with all their efforts to achieve satisfaction.

### **1.2.2. Work Discipline**

Discipline is an awareness from within employees to comply with the norms, values or regulations that have been set by the company. According to Sutrisno (2019) Discipline as a force that develops within the employee's body and causes employees to be able to adjust voluntarily to decisions, regulations, and high values of work and behavior.

### **1.2.3. Compensation**

Compensation is a form of corporate service delivery to employees in the form of direct or indirect financial. According to Widyaningrum (2019) Compensation can be defined as a form of reciprocal service provided to employees as a form of appreciation for their contribution and work to the organization. This compensation can be in the form of direct or indirect financial, and the award can also be indirect.

### **1.2.4. Employee Performance**

Employee performance is a work result that has been achieved by someone in carrying out tasks with authority and responsibility in an effort to achieve organizational goals. According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law, and not contradicting morals and ethics.

### 1.3. Research Thinking Framework

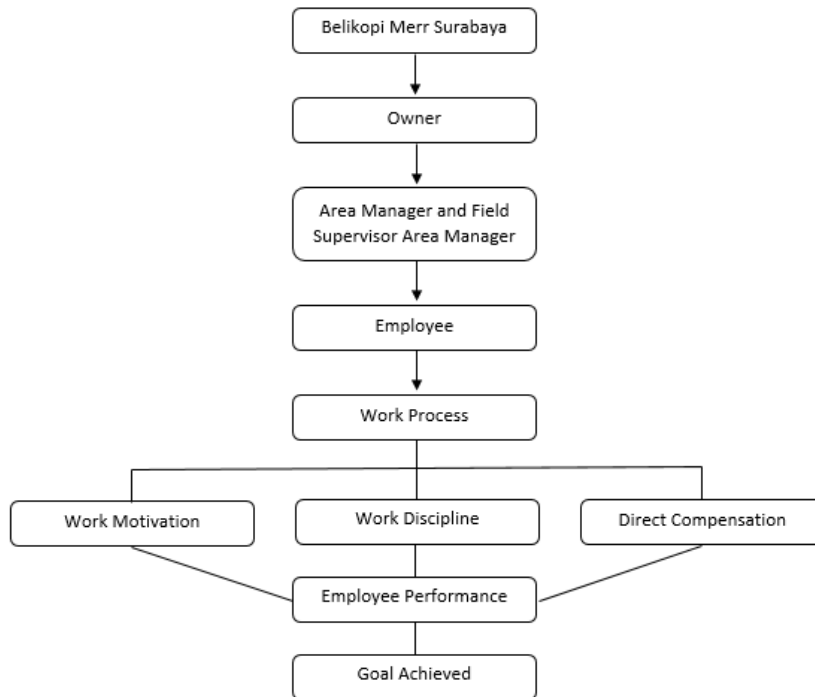


Figure 1. Research Thinking Framework

Source: Researcher (2022)

## 2. Research Methods

### 2.1. Type of Research, Sample and Data Collection

In this study, the authors used a descriptive research type with a qualitative approach. Data collection techniques in this study were observation, interviews, and documentation of Belikopi Merr Surabaya employees. The data analysis technique used in this study uses the Miles and Huberman model, which is as follows:

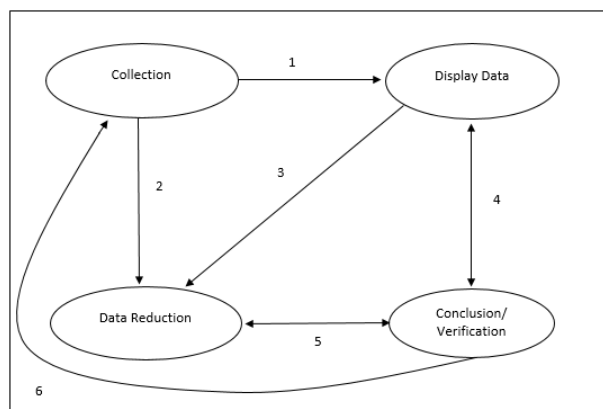


Figure 2. Data Analysis Components

Source: Sugiyono (2018)

#### 1. Data reduction

Data reduction is summarizing, choosing the main things, focusing on important things that are appropriate to the research topic, looking for themes and patterns, in the end providing a clearer picture and making it easier to carry out further data collection.

#### 2. Data Presentation (Display Data)

In qualitative research, data presentation can be done in the form of tables, graphs, flowcharts, pictograms and the like. Through the presentation of these data, the data can be organized, arranged in a relationship pattern, so that it will be easy to understand.

### 3. Conclusion Drawing

Conclusions in qualitative research can answer the formulation of problems formulated from the start, but maybe not, because as has been stated that the problems and formulation of problems in qualitative research are still temporary and will develop after the research is in the field. Conclusions in qualitative research are new findings that have never existed before. Findings can be in the form of a description or description of an object that was previously unclear so that after research it becomes clear.

### 2.2. Data Analysis Technique

Qualitative research data, data can be obtained from various sources with various data collection techniques (triangulation) and carried out continuously can result in high variation. The triangulation used in this research is source triangulation and technique triangulation. Source triangulation was carried out by digging into the truth of the information obtained from interviewing more than one object which was considered to have a different point of view. The technical triangulation carried out by the researcher was by checking the results of the interviews with the documents.

### 2.3 Operational Definition

Table 1. Variable Operational Definitions

Variable	Indicator	Statement Items
Work motivation Hafidzi et al (2019)	Physical Needs	Availability of decent work support facilities
	The Need for Security	Interaction between employees
	Social Needs	Rewards/tips for employees
	The Need for Appreciation	Provision of promotion position / position
	The Need for Encouragement to Achieve Goals	Do you get motivation from the leadership?
Work Discipline Veithzal Rivai (2018)	Presence	Understand and understand the rules of discipline
	Compliance with Work Regulations	The impact of employee indiscipline
	Compliance with Work Standards	Careful, thorough and responsible at work
	High Vigilance Level Ethical Work	
Compensation Hasibuan (2017)	Insurance	Is the salary given appropriate?
	Wages	In addition to basic salary, are there benefits, bonuses or insurance
	Bonus	
	Allowances	
Employee performance Mangkunegara (2017)	Work quality	The responsibilities given by the company are too heavy and can hinder performance
	Working Quantity	
	Work Constraints	Forms of employee responsibility
	Work attitude	

## 3. Research Results and Discussion

### 3.1. Informant Description

Researchers conducted interviews in October 2022 which were conducted with 6 informants by conducting interviews and answering questions directly, and the following characteristics of the informants were obtained:

Table 2. Characteristics of Informants

subject	Gender	Length of work	Position
Informant 1	P	2 years	Area Manager
Informant 2	P	1 year	Captain
Informant 3	L	1.3 Years	staff
Informant 4	L	1 year	staff
Informant 5	P	10 months	staff
Informant 6	P	1 year	staff

### **3.2. Analysis and Discussion**

Based on the findings of the research results in the form of triangulation of sources obtained through interviews and technical triangulation obtained from checking the results of interviews with documents, the researcher will analyze and discuss the findings of the existing research results in detail and decompose which will then be presented in accordance with the research focus that has been proposed. The research focus that has been proposed is as follows:

#### **3.2.1. Work Motivation of Belikopi Merr Surabaya Employees**

Based on the stages that have been carried out, the researcher found several factors that can influence the work motivation of Belikopi Merr Surabaya employees in improving their performance, some of these factors include: (a) Job support facilities, (b) Giving awards/tips and promotion, (c) Motivation from the leadership.

#### **3.2.2. Work Discipline of Belikopi Merr Surabaya Employees**

Based on the steps that have been carried out, the researchers found several factors that could affect the work discipline of Belikopi Merr Surabaya employees in improving their performance, some of these factors include: (a) Employee indiscipline.

#### **3.2.3. Direct Compensation for Employees of Belikopi Merr Surabaya**

Based on the steps that have been carried out, the researcher found several factors that could affect the direct compensation of Belikopi Merr Surabaya employees in improving their performance, some of these factors include: (a) Salary, (b) Delays in giving salaries, (c) Allowances, Bonuses and Insurance.

#### **3.2.4. Barriers That Influence Employee Performance Belikopi Merr Surabaya**

Based on the stages that have been carried out, the researcher found several obstacles that could affect the performance of Belikopi Merr Surabaya employees, these obstacles include: (a) Employees who do not have skills at work, (b) Employees who do not understand the disciplinary rules that have been set, (c) Salaries and incentives, (d) Employees who are not responsible for their work.

## **4. Conclusions and Suggestions**

### **4.1. Conclusion**

Based on the results of qualitative research using the data analysis method of source triangulation and technical triangulation whose data were obtained by researchers from Belikopi Merr Surabaya related to "Analysis of Work Motivation, Work Discipline and Compensation in Efforts to Improve Employee Performance of Belikopi Merr Surabaya" several conclusions can be drawn as follows :

1. The work motivation of Belikopi Merr Surabaya employees is quite good, this can be seen from the completeness of the documents needed for the research. However, there are several factors that are still lacking, such as:
  - a. Adequate work support facilities but in terms of comfort for employees are still lacking.
  - b. Giving awards/tips that are not evenly distributed and promotions in positions/positions that are not fully known to employees.
2. The work discipline of Belikopi Merr Surabaya employees is fairly good, this can be seen from the application of good work discipline and employees who understand and obey the rules that have been set.
3. Direct compensation for Belikopi Merr Surabaya employees is still lacking, this can be seen from the fact that there are only holiday allowances, there are still no other allowances, and salaries are not always paid on time.
4. Barriers that affect employee performance are:
  - a. Employees who do not have skills in work
  - b. Employees who do not understand the disciplinary rules that have been set
  - c. Salary and Incentives
  - d. Employees who are not responsible for their work.

### **4.2. Suggestion**

In a study, a researcher must be able to provide something useful for the development of science, related agencies or institutions, and further researchers. The suggestions that researchers give are as follows:

1. For the Development of Science

It is suggested that this research can be used as reference material, without forgetting the original value of this research.

2. For Related Agencies or Institutions

In this case the related agency or institution is Belikopi Merr Surabaya, for Belikopi Merr Surabaya:

- a. It is recommended to add convenience facilities for employees as well as openness regarding awarding/tipping and promotions/positions because this affects employee motivation.
- b. It is recommended to maintain the discipline of its employees.
- c. It is suggested that there should be additional compensation such as benefits or insurance.

3. For Further Researchers

It is recommended to improve accuracy properly with more complete research data.

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