



The Effect of Compensation on Container Driver Discipline: The Mediating Role of Work Motivation

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ABSTRACT

Container drivers often face problems related to work discipline, including punctuality, performance, consistent attendance, and financial difficulties. These problems include on-time arrival, schedule efficiency, the effect of fatigue and stress on performance, disruption to attendance due to health factors, and financial difficulties that require company assistance through a good funding system. Container drivers in the export-import trade have a large contribution to the punctuality of delivery, therefore truck driver work discipline is the main factor that influences the productivity and performance of container drivers. Container drivers who work with full work discipline have a good impact on the development of transportation service companies, therefore this research aims to analyze the influence of compensation and work motivation on container driver discipline. This research uses quantitative methods, where the population in this study is PT container drivers. Multi Trans Surabaya. A total of 63 people met the criteria to become respondents in this research. The incoming data was processed using SEM_PLS. The results of this research are that compensation has a significant positive effect on the work discipline of container drivers, compensation has a significant positive effect on the work motivation of container drivers, work motivation has a significant positive effect on the work discipline of container drivers and work motivation mediates the effect of compensation on the work discipline of container drivers.

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1. Introduction

Transport is an important element in human life related to mobility. Transport services are not foreign to the community because they are a daily necessity (Hidayah et al., 2017). In the context of an increasingly complex economy and distribution of goods, transport has an undeniable strategic role. The transport system consists of three main types, namely air, sea, and land. Land-based freight forwarders need to ensure the quality of human resources, particularly truck drivers, as they have a significant impact on the timeliness of deliveries. Therefore, it is important for the delivery of goods to be carried out according to the planned schedule. One of the main challenges faced by delivery companies is the issue of driver discipline, which can affect the quality of goods delivery (Nasrullah et al., 2017).

Driver work discipline still has a less dominant impact on the level of job satisfaction. Drivers' responsibility for the goods they deliver greatly affects the satisfaction of customers who use the company's services. Therefore, the company must take strong measures to improve the work discipline of its drivers, especially regarding their responsibilities (Halim, 2015). Work discipline is a crucial attitude that must be possessed by employees in a company to achieve company goals. Without good work discipline from employees, companies will find it difficult to achieve optimal results (Fiani et al., 2020).

Problems often faced by container drivers related to work discipline include several aspects. Firstly, there is the issue of punctuality, including timely arrival at the destination location and efficient schedule management. Second, job performance and quality can be affected by job fatigue and the level of stress experienced (Salim et al., 2019). Third, consistency of attendance can be disrupted by health conditions or other factors beyond the container driver's control (Vindiarini & Manafe, 2022). Fourth, container drivers often face financial difficulties, so companies must provide a solid funding system to help them (Kargo, 2021).

Order in the company environment is an important factor that contributes to peace and order in the organisation, and can build employee loyalty (Perdana & Kasmiruddin, 2022). Work discipline has a direct impact on the level of work productivity (Hindriari, 2018). Driver productivity has a major impact on achieving company goals, given the key role that drivers have in providing transport services (Depari & Pradhanawati, 2016).

Violation of discipline rules will reduce work productivity. Companies have made various efforts to improve work discipline, but still face various obstacles (Lasnoto, 2017). The results of research conducted by Sasangka et al., (2018) and Insan et al., (2020) show a significant influence between compensation and work discipline. According to Depari & Pradhanawati (2016), motivated individuals tend to show better quality and quantity of work, because motivation can encourage drivers to work hard to achieve their goals. Drivers who have high work motivation also tend to have a high level of work enthusiasm, and those who are motivated will work hard to achieve the expected results.

Work discipline involves implementing management strategies to reinforce organisational rules. In an effort to improve work discipline, the role of human relations is an important factor to consider. People must be treated with respect for their individuality, self-respect and dignity. When individuals are valued and treated well, they will feel confident in carrying out their duties, which ultimately affects the level of work discipline (Pratama & Nurbudiawati, 2016).

In the transport service sector, the implementation of the overtime pay system is still not optimal (Bere & Dewi, 2018). Compensation is a very influential aspect for employees because it can encourage them to work better (Qalbi et al., 2016). Truck drivers generally work more than 12 hours a day, and in order for companies to meet legal standards, it is important for them to provide compensation in accordance with applicable regulations (Tobing, 2020). Truck drivers have a high risk of developing various diseases, therefore, companies must treat them fairly in terms of salary, overtime pay, working hours, and ensuring occupational safety and health (Rahma, 2019).

According to Depari & Pradhanawati (2016), low wage levels for truck drivers cause them to work harder to increase their income, which in turn can increase productivity. Wiyenny et al. (2019) emphasised that providing incentives, bonuses, and a clear career path can increase employee motivation and encourage work discipline. Risal & Sudarman's (2021) research shows that motivation and organisational commitment have a significant effect on work discipline.

Container driver indiscipline has a serious impact on transport operations, including delivery delays, affected performance quality, inconsistent attendance, and financial difficulties. This can disrupt the supply chain and cost the company money as well as lower customer satisfaction. Therefore, research on container driver work discipline is important to identify influencing factors and find solutions to improve work discipline in the container transport industry.

This study aims to understand the effect of compensation on container drivers' work discipline by considering the mediating role of work motivation. The aim is to provide a more comprehensive understanding of how the compensation system can influence work discipline directly or through its influence on work motivation. Thus, this research will provide insights to company management in designing effective compensation policies to improve container drivers' work discipline, as well as understanding the importance of work motivation as a mediator in the relationship.

2. Literature Review

Work Discipline

Discipline involves an individual's awareness to adhere to company rules and recognize their responsibilities. High discipline among employees can accelerate the company's goals, while low discipline can be a hindrance (Sampeliling, 2015). Work discipline for container drivers is a crucial element in the logistics of shipping goods via containers. Container drivers are expected to have adequate interest and education to effectively carry out their duties. Issues related to work discipline for container drivers encompass various aspects, such as timely delivery, efficient schedule management, supervision, motivation, educational and family background, work experience, financial stability, as well as handling cases of extortion and illegal levies (Izudin & Akhmad, 2021; Afif et al., 2021).

To address the challenges related to work discipline for container drivers, companies need to pay attention to these aspects and design an effective system for managing and controlling container drivers. It is crucial for companies to ensure that container drivers have the interest and adequate education to carry out their tasks timely and effectively (Afif et al., 2021). The management system for work discipline among container drivers can adopt various tools, such as an information system that schedules routes, supervision systems to monitor punctuality, employee education and motivation programs, and control systems to address issues related to extortion and illegal levies (Izudin & Akhmad, 2021).

Work discipline for container drivers is significantly influenced by compensation and work motivation. Compensation plays a crucial role in determining the level of work discipline among container drivers. When container drivers receive adequate compensation, it enhances their commitment and motivation to perform their duties effectively. (Rahman & Wahyuni, 2019). Work motivation also plays a crucial role, as high motivation levels can drive container drivers to perform their duties effectively (Gaos et al., 2017). An adequate compensation system can help container drivers understand their tasks and responsibilities, as well as motivate them to perform their duties optimally. Furthermore, a well-designed compensation system can encourage container drivers to carry out their tasks with high efficiency and effectiveness. Work motivation also plays a crucial role in assisting container drivers in performing their tasks well. High motivation levels can complement container drivers to execute their duties effectively, thus enhancing efficiency and effectiveness in task execution.

Compensation

Compensation refers to all forms of rewards, whether in the form of money or goods, received by employees as a reward for the work they perform for the company (Hasibuan, 2018:118). This includes direct financial payments such as wages, salaries, incentives, commissions, and bonuses, as well as indirect financial benefits such as insurance and leave provided by the company. Direct compensation pertains to rewards received directly by employees as recognition for their contributions toward achieving the company's goals.

Compensation-related issues are complex yet vital for both employees and organizations themselves (Sedarmayanti, 2011:23). Therefore, providing compensation to employees should be based on logical and rational principles. Studies have shown that compensation has a positive and significant impact on work discipline (Sasangka et al., 2018; Insan et al., 2020).

Fair, adequate, and performance-related compensation can enhance job satisfaction, loyalty, and employee motivation. Employees who are satisfied with their compensation tend to be more disciplined in carrying out their tasks and responsibilities. Compensation and work discipline are interrelated aspects that impact employee performance. Compensation refers to all forms of rewards given by the company to employees as recognition for their services, while work discipline involves the attitudes and behaviors of employees in accordance with the rules and norms applicable within the company.

H₁: The effect of compensation on work discipline

Work motivation

Individual work motivation varies, so it is essential for supervisors to ensure that their employees remain motivated, as high motivation levels are crucial for improving employee performance (Wulandari & Bagia, 2020). Work motivation is the process by which needs drive an individual to engage in activities aimed at achieving organizational goals and fulfilling personal needs. A worker's level of work motivation influences the achievements they attain (Heruwanto et al., 2018).

A leader who can inspire with high motivation will help ensure the company's success in achieving its goals, work motivation serves as the driving force that ignites individual work enthusiasm (Hasibuan, 2018:143), enabling effective collaboration toward the company's objectives. Motivation theories emphasize that an individual's motivation level depends on the extent to which the rewards received align with their expectations.

Work motivation is influenced by various factors, including compensation. Appropriate compensation can have a positive impact on work motivation, as supported by research findings from Kusuma et al. (2015), which demonstrated that compensation affects work motivation.

H₂: The effect of compensation on work motivation

Work motivation is the driving force or desire that encourages individuals to perform their tasks to the best of their abilities, while work discipline reflects the attitudes and behaviors of employees in accordance with company rules. Both of these factors significantly impact employee performance, which refers to the results achieved in carrying out their tasks and responsibilities.

Work motivation plays a positive role in enhancing work discipline and employee performance. It fuels the desire and enthusiasm of employees to perform their work to the best of their abilities. On the other hand, work discipline helps direct the attitudes and behaviors of employees to align with the norms applicable within the company. Research by Pratama & Nurbudiawati (2016) and Qamaruddin et al. (2021) also demonstrates that motivation has a significant influence on work discipline.

H₃: the influence of work motivation on work discipline

Compensation serves as a strategy used by companies to enhance employee capabilities in supporting organizational growth. Each company has a unique compensation system tailored to their vision, mission, and goals. Intrinsic compensation plays a crucial role as one of the motivating factors for employees. Work motivation holds a crucial role in motivating employees to complete their tasks effectively and achieve optimal results for the company.

Work motivation refers to internal drives that ignite enthusiasm at work, while work discipline reflects the actual practices of drivers in adhering to company rules. Work discipline helps shape an individual's character to work regularly and comply with existing regulations. High levels of discipline among container drivers minimize work delays and accelerate success.

H₄: Work motivation mediates the influence of compensation on work discipline

3. Research Method

This study uses quantitative methods, with an explanatory approach, namely research that aims to explain the position of the variables being investigated and the relationship between one variable and another (Sugiyono, 2017: 6).

The population in this study were container drivers who worked at PT Multi Trans in silver Surabaya. PT Multi Trans is a logistics shipping company that serves Full Load Container (FCL) cargo services for both 20' and 40' containers. The characteristics of respondents in this study have worked for a minimum of 2 years. The total sample of container drivers involved in the study of 63 people has met the criteria set for inclusion in the analysis or evaluation conducted.

The data collected were then analysed using the Structural Equation Modeling Partial Least Square (SEM PLS) method. The choice of this data analysis method is justified by the relatively small sample size, which is in accordance with the recommendation of Solimun (2002: 78) which states that SEM PLS is suitable for research with the number of respondents between 100 and 200, with a minimum sample size of 50 respondents.

Operational variables are guidelines in research that are determined by researchers on an object or activity that has predetermined limits to be investigated and then drawn conclusions (Sugiyono, 2017: 38). The variables in this study include Compensation (X1), Work Motivation (X2), and Work Discipline (Y), where these variables are measured using indicators.

Compensation refers to everything in the form of money or goods that employees receive, either directly or indirectly, in return for services provided by the company to increase employee job satisfaction (Afandi, 2018: 191). Indicators include: 1. wages, 2. salary, 3. incentives, 4. allowances, and 5. facilities.

Work motivation is a process that explains the strength, direction, and perseverance of a person in achieving goals (Robbins & Judge, 2015: 127). Indicators include: 1. Rewards, 2. Social relationships, 3. Life needs, and 4. Success at work.

Discipline at work is one of the methods to maintain order in the company. When employees have a disciplined attitude in carrying out tasks, efficiency can be improved by avoiding waste of time and effort (Hamali, 2018: 213). Some indicators that can be used to measure work discipline include: 1. Determining the time to come to work, 2. Determining the time to go home, 3. Complying with applicable regulations, 4. Using the work uniform that has been determined, 5. Responsible for completing tasks, and 6. Carrying out work tasks to completion every day (Pranitasari & Khotimah, 2021).

4. Result and Discussion

4.1. Description of Research Data

The profile of container driver respondents in this study were all male with the respondent profile as shown in Table 1. From the data listed in table 1, it can be seen that out of a total of 63 respondents aged between 35 to 45 years, a total of 26 individuals (or 41.3%) fall into the productive age category. Age has a significant impact on labour efficiency (Ukkas, 2017). The age level of employees is an important factor, where individuals who are in their productive age tend to be able to adapt quickly to new tasks and are able to understand and use technology.

Data from table 1 also shows that the majority of container drivers working at PT Multi Trans have at least a junior high school education, with a total of 31 people (or 49.2%). However, according to Daniel (2020), education level has a positive but insignificant influence on labour productivity.

Table 1 shows that most of the container drivers working at PT Multi Trans have worked for more than 5 years, where most of them have worked for 11 to 15 years, with a total of 17 people (or 26.98%). In fact, as many as 15 individuals (or 23.81%) have worked for more than 15 years, indicating a high level of loyalty from the container drivers. Based on research by Churniawati (2021), tenure has a significant influence on the level of work loyalty.

Table 1. Respondent Profile

Profile	Frequency	Percentage
Age		
< 25 Years	3	47,6
25 - 35 Years	15	23,8
35 - 45 Years	26	41,3
> 45 Years	19	30,2
Last education		
Elementary School	4	63,5

Junior High School	31	49,2
Senior High School	28	44,4
Diploma	0	0,00
Bachelor	0	0,00
Length of working		
< 2 Year	7	0,11
3 - 5 Year	13	0,21
6 - 10 Year	11	0,17
11 - 15 Year	17	0,27
> 16 Year	15	0,24

Source: Processed researcher data (2024)

4.2. Description of research variables

The following is an explanation of the mean value and standard deviation of each answer to the indicators that measure the Compensation (X1), Work Motivation (X2), and Work Discipline (Y) variables:

Table 2. Description of Compensation Variables

Indicator	Average	Std. Deviation
X1.1 Wages	4,413	0,727
X1.2 Salary	4,635	0,543
X1.3 Incentive	4,619	0,547
X1.4 Allowance	4,635	0,625
X1.5 Facility	4,571	0,635
Overall average	4,575	

Source: Processed researcher data (2024)

Table 2 illustrates that the mean value of all respondents' responses to the compensation variable is 4.575, which is close to the maximum score of 5 (strongly agree) on a Likert scale of 1-5. This indicates that container drivers at PT Multi Trans, the research sample, expressed a very high level of agreement with the various forms of compensation, such as wages, salaries, incentives, allowances, and facilities. The highest response from container drivers towards compensation focused on the salary and benefits aspect, with the highest mean score reaching 4.635. Meanwhile, the lowest response to compensation focused on wages, with the lowest mean value of 4.413. Standard deviation indicates the variation in responses for each indicator. With the lowest standard deviation value of 0.543, this indicates that container drivers have a relatively uniform assessment of the salary indicator.

Table 3. Description of Work Motivation Variables

Indicator	Average	Std. Deviation
X2.1 Award	4,619	0,547
X2.2 Social Relations	4,571	0,610
X2.3 Life necessities	4,476	0,639
X2.4 Success at Work	4,556	0,557
Overall average	4,556	

Source: Processed researcher data (2024)

From the data in table 3, it was found that the average overall response of respondents to the work motivation variable was 4.556, close to the maximum score of 5 (strongly agree) on a Likert scale of 1-5. With this value, it can be concluded that container drivers at PT Multi Trans have a high perception of work

motivation, as reflected in the indicators of rewards, social relationships, life needs, and success at work. Container drivers' highest perception of work motivation is focused on the reward indicator, with the highest mean value reaching 4.619. On the other hand, the lowest perception of work motivation is in the need of life indicator, with the lowest mean of 4.476. The lowest standard deviation, at 0.547, indicates that container drivers' assessment of the reward indicator has a high degree of uniformity.

Table 4. Description of Work Discipline Variables

	Indicator	Average	Std. Deviation
Y1	The time has come	4,619	0,547
Y2	Determined return time	4,635	0,625
Y3	Compliance with regulations	4,571	0,635
Y4	Use of work uniforms	4,571	0,526
Y5	Responsibility in carrying out tasks	4,524	0,614
Y6	Carry out work tasks until completion	4,571	0,528
Overall average		4,582	

Source: Processed researcher data (2024)

Table 4 illustrates that the average overall response from respondents to the work discipline variable is 4.582, close to the maximum score of 5 (strongly agree) on a Likert scale of 1-5. This indicates that container drivers at PT Multi Trans who were sampled for the study show agreement with work discipline, including in terms of regularity of work entry and return times, compliance with applicable rules, use of work uniforms, responsibility in completing tasks, and working on tasks until completion every day. Container drivers' highest perception of work discipline focused on the indicator of return time, with the highest average reaching 4.635. On the other hand, the lowest perception of work discipline is in the indicator of responsibility in completing tasks, with the lowest mean of 4.524. The lowest standard deviation of 0.526 indicates that container drivers have a uniform assessment of the indicator of compliance with applicable rules.

Partial Least Square Analysis

Research data was processed using Partial Least Square (PLS) analysis with the SmartPLS 3.0 program. In this section we will discuss the evaluation of the outer model which explains the validity and reliability of the measurement model, as well as the evaluation of the inner model which explains the relationship between hypothesized variables.

Outer Model Evaluation

The following is a path diagram construction which, among other things, describes the evaluation of the outer structural model in this research:

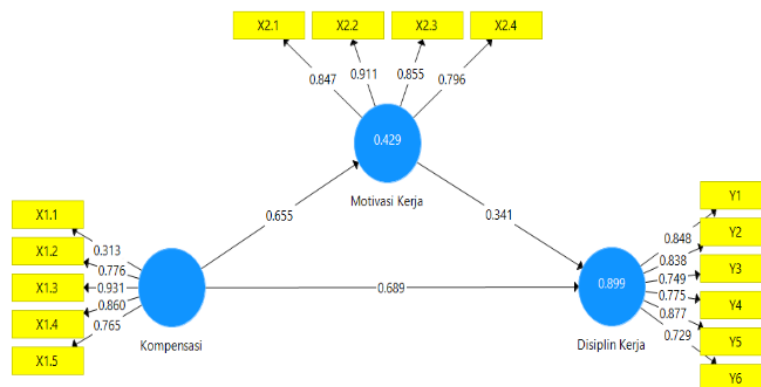


Figure 1. Path Diagram Construction

Source: Processed researcher data (2024)

Outer model analysis was conducted to verify the suitability of the measurements used. The results of the data analysis resulted in the following findings:

Table 5. Construct Reliability and Validity Test Results

	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Work Discipline	0.890	0.898	0.916	0.647
Compensation	0.802	0.872	0.863	0.578
Work motivation	0.875	0.880	0.915	0.728

Source: Processed researcher data (2024)

From Table 5 shows that:

- Work Discipline has a high reliability estimate because all reliability measures exceed 0.7, and the validity is also good because the AVE value exceeds 0.5.
- Compensation also has a high reliability estimate because the Alpha and Composite Reliability coefficients exceed 0.7, and the validity is confirmed to be good because the AVE value exceeds 0.5.
- Work Motivation also shows high reliability estimates because all reliability measures exceed 0.7, and its validity is well confirmed because the AVE value exceeds 0.5.

Composite Reliability

Composite reliability tests the reliability of indicator values on a construct. A construct or variable is said to have adequate composite reliability if its composite reliability value exceeds 0.7. Table 6 presents the results of composite reliability for each variable in the external model, namely discriminant validity assessed by the cross loading value.

Table 6. Discriminant Validity Test Results

	Work Discipline	Compensation	Work Motivation
Work Discipline	0.804		
Compensation	0.912	0.760	
Work motivation	0.792	0.655	0.853

Source: Processed researcher data (2024)

From table 6, it is known that the value on the diagonal is the root of AVE and the other values are the correlation coefficient between constructs. The condition for this construct to have good discriminant validity is that the AVE root value must be greater than the correlation coefficient.

Loading Factor

From table 7 shows the loading factor value for each item, indicator exceeding 0.7, which means the indicator is valid.

Table 7. Factor Loading Test Results

	Work Discipline	Compensation	Work Motivation
X1.1		0,313	
X1.2		0,776	
X1.3		0,931	
X1.4		0,860	
X1.5		0,765	
X2.1			0,847
X2.2			0,911
X2.3			0,855
X2.4			0,796
Y1	0,848		
Y2	0,838		
Y3	0,749		
Y4	0,775		
Y5	0,877		
Y6	0,729		

Source: Processed researcher data (2024)

From table 7, all correlation coefficients have a smaller value than the AVE root, so it can be concluded that the constructs used to measure work discipline have good discriminant validity.

Inner Model Evaluation

R-Square

Evaluation of the inner model can be done by looking at the R-Square value or coefficient of determination. Based on data processing with PLS, the R-Square value is produced as follows:

Table 8. R-Square Value

Variable	R-Square
Work Motivation	0,433
Work Discipline	0,908

Source: Processed researcher data (2024)

Table 8 shows that the R-Square value for the motivation variable is 0.433, indicating that 43.3% of the respondent container drivers' work motivation is influenced by compensation. Meanwhile, the R-Square value for the work discipline variable is 0.908, indicating that 90.8% of container drivers' work discipline is influenced by the combination of compensation and work motivation.

Hypothesis testing

The research hypothesis will be accepted if the resulting t-statistic value is greater than 1.96 and the p-value is smaller than 0.05. Below is a picture of the bootstrapping results showing the t-statistic value for each path:

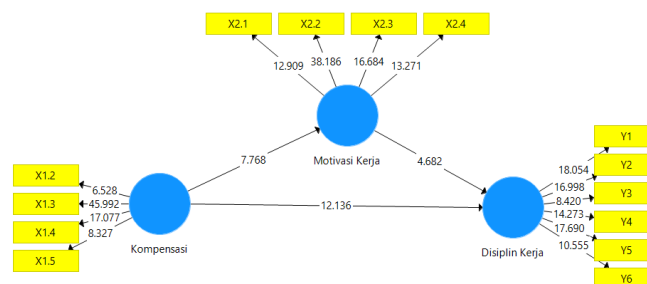


Figure 2. PLS Bootstrapping Results

Source: Processed researcher data (2024)

Below is a table of estimated coefficient values, t-statistics and p-values to test the hypothesis in this research:

Table 9. Direct Effects Test Results

	Hypothesis	Coefficient	t-stat	p-value
1	Compensation → Work Discipline	0,058	12,136	0,000
2	Compensation → Work Motivation	0,085	7,758	0,000
3	Work Motivation → Work Discipline	0,070	4,682	0,000

Source: Processed researcher data (2024)

Based on Table 9, it can be seen that testing the direct influence hypothesis, namely H1, H2, and H3, produces a t-statistical value that exceeds 1.96, and a p-value that is smaller than 0.05.

- Compensation has a significant positive influence on Work Discipline, with a t-statistic value of 12.136 (p=0.000).
- Compensation also has a significant positive influence on work motivation, with a t-statistic value of 7.768 (p=0.000).
- Work motivation has a significant positive influence on Work Discipline, with a t-statistic value of 4.682 (p=0.000).

Table 10. Total Indirect Effects Test Results

	Hypothesis	Coefficient	t-stat	p-value
4	Compensation → Work Motivation → Work Discipline	0,212	2,386	0,017

Source: Processed researcher data (2023)

Based on Table 10, testing the indirect effect hypothesis (H4) regarding the mediating effect of work motivation on the relationship between compensation and work discipline of truck drivers resulted in a t-statistic of 4.514, which exceeds the value of 1.96. In addition, the p-value is 0.000, which is lower than 0.05. This shows that work motivation acts as a mediator in the effect of compensation on work discipline. Therefore, the fourth hypothesis (H4) of this study is accepted.

Based on the results of data analysis as shown in tables 9 and 10, it can be concluded that the direct effect hypotheses (H1, H2, and H3) are accepted, indicating that compensation and work motivation have a significant effect on the work discipline of container drivers. In addition, the indirect effect hypothesis (H4) is also accepted, indicating that work motivation acts as a mediator in the relationship between compensation and work discipline of container drivers.

From the results of the data analysis conducted, several important findings were found:

- The wage indicator (X1.1) does not reflect the container driver compensation variable.
- A total of 43.3% of container drivers' work motivation is influenced by compensation. Meanwhile, 90.8% of container drivers' work discipline is influenced by compensation and work motivation.
- Compensation has a positive influence on the work discipline of container drivers.
- Compensation also has a positive influence on container drivers' work motivation.
- Work motivation has a positive impact on container drivers' work discipline.
- Work motivation acts as a mediator in the effect of compensation on container drivers' work discipline.

4.3. Discussion

From the Factor Loading Test results, as shown in Table 7, it is found that the wage indicator does not reflect the container driver compensation variable at PT Multi Trans. This finding shows that the wage indicator does not fully reflect the container driver compensation variable because compensation is not only limited to the wage or salary received by the driver. Compensation includes various other elements such as bonuses, incentives, allowances, and facilities provided to drivers in exchange for the services they provide to the company. In the context of container drivers, compensation may also include elements such as health benefits, insurance, or even career development opportunities.

Drivers may receive bonuses or additional incentives based on their performance, such as achieving delivery targets or maintaining safety levels. In addition, drivers may also receive additional benefits such as health benefits or other perks that are not directly measured in salary. There are also other elements of compensation such as annual leave, career development opportunities, or other incentive programmes that can vary between companies and are not always reflected in salary. Therefore, looking only at wages does not provide a complete picture of the compensation received by container drivers.

Therefore, when considering the relationship between compensation and work discipline of container drivers, it is important to look at the entire compensation package they receive, not just their wages. This allows for a more comprehensive understanding of how the compensation system can affect container drivers' motivation and work discipline.

From the R-Square analysis in table 8, it was found that 43.3% of the variation in container drivers' work motivation can be explained by the compensation factor. This suggests that a large proportion of the variation in container drivers' work motivation can be explained by elements of compensation. The higher this percentage, the greater the influence of compensation on container drivers' work motivation.

This suggests that container drivers are strongly influenced by the rewards they receive for their work, such as fair pay, attractive incentives, and motivating bonuses. The focus on the role of compensation in influencing container driver motivation confirms that the right compensation strategy can be key to maintaining and improving driver motivation. By recognising that compensation is a key factor in motivating drivers, companies can design more effective compensation systems to attract and retain skilled and motivated drivers..

Another finding from the analysis of the R-Square value shown in table 8 found that 90.8% of container drivers' work discipline is influenced by compensation and work motivation. This result shows that the value of 90.8% indicates that most of the factors that influence the level of work discipline of container drivers are related to how well they feel rewarded and motivated in their work.

Drivers who feel fairly rewarded and feel motivated to do a good job tend to be more disciplined in carrying out their tasks. To improve the work discipline of container drivers, it is important for companies to not only pay attention to the compensation aspects they receive, but also to strengthen drivers' work motivation through various means, such as recognition for good performance, career development opportunities, or a supportive work environment. By doing so, companies can create conditions that allow drivers to remain focused and consistent in performing their tasks, which in turn will contribute to smooth operations and customer satisfaction.

Based on the results of hypothesis testing in tables 9 and 10, it is found that compensation has a significant positive effect on container drivers' work discipline, and has a significant positive effect on container drivers' work motivation. In addition, work motivation also has a significant positive effect on container drivers' work discipline, and serves as a link between compensation and container drivers' work discipline. From the results of the study, it can be concluded that:

Compensation Has A Significant Positive Effect on The Work Discipline of Container Drivers

The findings in this study indicate that compensation plays a positive and significant role in influencing container drivers' work discipline. This is consistent with the findings obtained by Sasangka, et al. (2018) and Insan, et al. (2020), which confirmed that an increase in compensation is generally positively correlated with an increase in the level of work discipline of container drivers. In addition, the results of the study are also in line with the findings reported by Firdaus & Sumartik (2023), which showed that the implementation of effective compensation strategies can improve employee work discipline and encourage better performance.

However, the findings of this study are not in line with the results of research conducted by Purwaningsih et al. (2023), who found that compensation has no significant effect on work discipline. In addition, the findings also contradict research conducted by Sufiya & Ikhrum (2021) and Nurhidayad & Purba (2019), which state that compensation does not directly affect container drivers' work discipline, but rather has an impact on overall employee performance.

Container drivers who receive adequate and satisfactory compensation tend to be more motivated to maintain a level of discipline in their work. Fair compensation rewards their efforts and contributions, which in turn creates a sense of being valued and motivation to continue working well. Drivers who feel treated fairly also tend to be more responsible in completing their tasks in a timely and efficient manner. Overall, the positive and significant impact of compensation on container drivers' work discipline can improve operational efficiency and customer satisfaction in the container transport industry.

The implication for companies is that adequate and performance-oriented compensation arrangements can be an effective tool to improve container drivers' work discipline. By realising that compensation has a positive and significant impact on work discipline, companies can design compensation policies that are more strategic and responsive to drivers' needs. This could include salary adjustments, bonuses based on achieving performance targets, or other incentive arrangements that can encourage drivers to maintain discipline in their work. By doing so, companies can create a more productive and efficient work environment, which will ultimately improve operational performance and customer satisfaction.

Compensation Has A Significant Positive Effect on Container Drivers' Work Motivation

The findings in this study indicate that compensation has a significant positive impact on container drivers' work motivation. This result is in line with the findings reported by Kusuma et al. (2015), which states that compensation positively affects work motivation and has a significant positive relationship between compensation and work motivation. This is also supported by Dewi & Ardana's research (2022), which found that compensation plays a positive and significant role in increasing container drivers' work motivation, where the more appropriate the compensation provided, the higher the employee's motivation to work better.

However, the results of this study are not in line with previous findings which state that compensation has an insignificant negative effect on work motivation (Pradita, 2017), as well as research showing that compensation has no effect on work motivation (Sufiya & Ikhrum, 2021). According to this view, work motivation is considered as the ability to combine individual interests with organisational interests, while compensation is only a reward given to employees (Ulfa et al., 2013).

The more the compensation given to container drivers matches their contribution and performance, the more motivated they are to perform better. When drivers feel that they are rewarded in proportion to the effort and work they put in, it creates a sense of appreciation and fairness that can increase their intrinsic motivation. They feel valued and recognised for their contributions, which motivates them to continuously improve their performance and achieve set targets. Thus, compensation appropriateness provides an incentive for container drivers to perform better, as they have a strong drive to achieve and maintain high performance standards. The implication is that companies can use appropriate compensation policies as a tool to motivate container drivers and improve their overall performance.

Adequate and fair compensation arrangements can be an effective strategy to increase container drivers' work motivation. By realising that compensation has a positive and significant impact on work motivation, employers can design more attractive and performance-oriented compensation policies. This could include competitive salary adjustments, providing bonuses based on achieving performance targets, or offering other incentives that can spur drivers to perform better. By doing so, employers can create a more productive and high-performing work environment, which will ultimately result in benefits for the company in the form of increased productivity, service quality, and customer satisfaction.

Work Motivation Has A Significant Positive Influence on Container Drivers' Work Discipline

This study is in line with the findings of Pratama & Nurbudiawati (2016) which state that there is a fairly strong correlation between work motivation and work discipline, and the research of Qamaruddin et al. (2021) that motivation has a significant impact on employee work discipline. These results support the research results (Gagné et al., 2022) that work motivation has a significant positive impact on the level of work discipline of container drivers.

However, it is important to remember that motivation does not necessarily result in strong levels of labour discipline automatically. Employee motivation relates to their reasons for working, level of happiness, and passion in performing their tasks (Sitopu et al., 2023). While an employee may be motivated by certain reasons, such as career achievement or personal fulfilment, this does not necessarily mean that they will have high levels of work discipline. Therefore, while motivation can be an important factor in shaping work discipline levels, other factors such as leadership, work culture, and work environment can also play a role in shaping employees' work discipline behaviour.

When container drivers' work motivation increases, they tend to be more motivated to maintain a level of discipline in performing their tasks. Strong motivation can provide additional impetus for drivers to adhere to rules, maintain punctuality, and carry out their tasks meticulously. They may feel more encouraged to achieve performance targets and maintain high work standards. This means that higher work motivation can help reduce rule violations, tardiness, or lack of attention to work, which in turn can improve operational efficiency and customer satisfaction. Thus, the positive and significant impact of work motivation on container drivers' work discipline can bring significant benefits to business operations and company reputation in the container transport industry.

The implication for employers is that they have an interest in establishing a work environment that encourages high work motivation among their container drivers. Recognising that work motivation has a significant positive influence on container drivers' work discipline, employers can take steps to strengthen drivers' work motivation. This could include providing relevant training and career development, recognising outstanding achievements, or a motivating incentive system. By ensuring that drivers feel valued, supported, and have a clear purpose in their work, employers can create a more productive and disciplined work environment, which in turn will improve operational efficiency and customer satisfaction.

Work Motivation Acts as A Link Between Compensation and Work Discipline of Container Drivers

The results of this study follow the findings reported by Wiyenny, et al. (2019), which show that motivation has an impact on work discipline. To increase employee motivation, company leaders are advised to provide incentives, bonuses, and clear career paths, so that employees feel valued for their contributions and become more disciplined in their work. Research by Tannady et al. (2022) also confirmed that the performance-based compensation system positively and significantly affects work discipline, which is intermediated by work motivation.

Work motivation acts as a link between compensation and container drivers' work discipline, connecting the two main factors that influence their performance. When container drivers are compensated appropriately and fairly, it can increase their intrinsic motivation to do a good job. Compensation commensurate with their contribution and performance provides incentives that encourage them to work

with passion and commitment. High levels of motivation encourage drivers to maintain discipline in performing their tasks well.

In other words, when drivers feel that the effort and time they put into their work is rewarded adequately, they tend to be more motivated to obey rules, maintain punctuality, and pay attention to details in their work. Therefore, work motivation serves as a significant link between the compensation provided to drivers and the level of work discipline they exhibit. The implication is that companies can use appropriate compensation policies as a tool to increase container drivers' motivation and strengthen their work discipline, which will ultimately improve operational efficiency and customer satisfaction.

The implication for companies is that understanding the role of work motivation as a link between compensation and work discipline of container drivers can help companies design more effective compensation strategies. By realizing that work motivation is a bridge between the compensation given to drivers and the level of work discipline they show, companies can consider various factors in designing compensation policies.

First, companies can ensure that their compensation systems provide rewards commensurate with drivers' contributions and performance, which will increase their intrinsic motivation to perform better. Fair and adequate compensation can help build a sense of respect and fairness, which in turn motivates drivers to obey the rules, maintain punctuality, and pay attention to detail in their work.

In addition, companies can also consider using additional incentives, such as performance-based bonuses or recognition for outstanding achievements, to increase driver work motivation. This can help strengthen the relationship between compensation and work discipline of container drivers.

Thus, understanding the relationship between work motivation, compensation and work discipline of container drivers can help companies design more effective compensation policies to improve operational performance and customer satisfaction.

5. Closing

5.1. Conclusion

From data analysis and discussion, the research can be concluded that, a. Compensation has a positive and significant effect on the work discipline of container drivers. It is important for companies to ensure fair compensation policies to improve their work discipline, b. Compensation also has a positive and significant effect on container drivers' work motivation. Therefore, companies need to consider motivating compensation policies to increase their employee morale, c. Work motivation has a positive and significant impact on container drivers' work discipline. Companies need to develop relevant work motivation programs to strengthen driver work discipline, d. Work motivation acts as an important mediator in the relationship between compensation and work discipline of container drivers. Adequate compensation policies must be supported by strategies that increase their work motivation.

Overall, this research provides important insights for company management, showing the importance of paying attention to both compensation and work motivation in improving the performance and work discipline of container and container drivers. By understanding the relationship between these factors, companies can design more effective policies to improve the performance and productivity of their workforce.

5.2. Research Limitations

Research Location Limitations: This research was only conducted in one specific location or area, so the generalization of the findings is limited. Environmental conditions and work culture may vary in other locations, so research results may not be completely relevant for different situations.

Variable Limitations: This research focuses on the influence of compensation on container drivers' work discipline by considering the mediation of work motivation. However, it is possible that there are other variables that influence container drivers' work discipline, such as work environmental factors, interpersonal relationships at work, or external factors such as traffic conditions.

Limitations of Subjectivity: Measurement of work discipline, compensation, and work motivation can be subjective depending on the respondent's perception. This variability in subjectivity can affect the validity and reliability of research findings.

Time Limitations: The research may have been conducted over a short period of time, which may not reflect long-term changes in the relationship between container drivers' compensation, work motivation, and work discipline.

Limitations of Research Methods: The research methods used may have certain limitations, such as small sample sizes, the use of imperfect questionnaires, or the selection of statistical models that may not fully describe the complexity of the relationships between the variables studied.

General Limitations in Social Research: In addition to the specific limitations in this research, there are also general limitations associated with research in the social field, such as the tendency of respondents to give expected answers rather than actual ones, or bias on the part of the researcher in interpreting the data.

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