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The Influence of Compensation, Motivation, and Work Discipline on Employee Performance from an Islamic Economic Perspective

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ABSTRACT

This study investigates the effects of compensation, motivation, and work discipline on employee performance at the Shopee Express Hub in Banda Aceh. A quantitative survey was conducted among employees, and the collected data were analyzed using regression techniques to identify the relationship between the variables. The findings reveal that compensation does not have a significant impact on employee performance, while motivation and work discipline both exert positive and significant influences. Moreover, when considered simultaneously, compensation, motivation, and work discipline collectively contribute to employee performance. The scope of this study is limited to a single organization, which restricts the generalizability of the results. Future research could extend the analysis to a broader range of industries and organizational contexts to provide more comprehensive insights. The novelty of this study lies in demonstrating that, within the logistics sector, non-financial factors particularly motivation and discipline are more influential than compensation in enhancing employee performance. These findings emphasize the importance of fostering intrinsic motivation and strengthening discipline to create a productive and sustainable work environment, offering both practical and theoretical contributions to human resource management research.

1. Introduction

The development of the delivery service industry plays a crucial role in accelerating the distribution of products and documents to consumers. According to Qalbia et al. (2022), delivery services make a significant contribution to business activities by enabling consumers and sellers to transact without face-to-face interaction, supported by the rapid advancement of digital technology

(Mujahidin, 2020). Technology, particularly the internet, has transformed consumption patterns, with an increasing preference for online shopping through e-commerce platforms. The adoption of cashless payment systems further reinforces this trend by making transactions more practical and efficient (Budiastuti et al., 2020).

The growth of e-commerce has directly increased the demand for reliable and competitive logistics services (Wijaya & Rizani, 2022). In Indonesia, delivery services play a vital role in maintaining customer satisfaction, including in Banda Aceh, where several logistics providers such as J&T, JNE, Indah Cargo, and Shopee Express compete intensely. To meet these market demands, logistics companies must effectively manage their human resources (HR), as operational success is strongly influenced by employee performance (Yani, 2022).

One of the most critical aspects of HR management is compensation. Fair and adequate compensation has been shown to improve productivity, job satisfaction, and employee motivation (Yulandri & Onsardi, 2020; Sahyuni et al., 2022), while inadequate compensation often reduces morale. In addition to compensation, motivation is also a key determinant of performance. Motivation encourages employees to remain focused and committed to achieving organizational goals (Agung et al., 2019). However, many organizations fail to sustain employee motivation, leading to reduced enthusiasm and suboptimal performance (Hendriyani & Maulida, 2023).

Another equally important factor is work discipline. Discipline refers to the formation of employee attitudes, behaviors, and compliance with organizational rules and standards (Astria, 2018). Work discipline is directly linked to the quality of output (Febrian & Saputra, 2021). Organizations that successfully enforce discipline generally achieve higher productivity, while issues such as tardiness and absenteeism can significantly harm performance (Irfan & Mahargiono, 2023).

Shopee Express, established in 2015 as part of the broader Shopee ecosystem, has rapidly grown into one of Indonesia's leading logistics companies. In Banda Aceh, Shopee Express competes with other service providers by offering fast, secure, and integrated delivery through its application. Consumers choose Shopee Express for several reasons, including speed, reliability, diverse payment options, a simple return system, attractive promotions, loyalty programs, and transparent product reviews.

Data from Shopee Express Hub Banda Aceh illustrate fluctuating delivery volumes over the past five years: 83,962 packages in 2019, rising to 88,653 in 2020, peaking at 97,927 in 2021, declining slightly to 95,634 in 2022, and reaching 78,664 packages by September 2023. This growth in delivery volume has been accompanied by an expansion of resources, with the number of motorcycle couriers increasing from 110 in 2019 to 143 in 2023, and car couriers from 16 to 22 over the same period. These figures indicate sustained demand for fast and efficient delivery services in Banda Aceh.

Nevertheless, alongside these achievements, Shopee Express faces internal challenges related to compensation, motivation, and work discipline. First, compensation is perceived as insufficient, with dissatisfaction arising when incentives and bonuses are considered misaligned with employee contributions. Second, employee motivation requires further improvement to ensure alignment with organizational objectives. Recognition, reward systems, and career development opportunities are critical in sustaining employee enthusiasm. Third, discipline-related issues such as tardiness and violations of working hours remain persistent problems.

If left unaddressed, these issues could undermine both individual and organizational performance. Therefore, more equitable compensation policies, sustained motivation strategies, and consistent enforcement of discipline are necessary. From a management theory perspective, compensation, motivation, and discipline are interrelated factors that collectively shape employee performance. Employees who are fairly compensated, intrinsically motivated, and disciplined are more likely to contribute effectively to organizational success.

From the perspective of Islamic economics, these principles align with the values of justice ('adl), trust (amanah), and excellence (ihsan). Providing fair compensation is not only an economic obligation but also a moral imperative, as emphasized in Islamic teachings on timely and just payment of wages. Motivation, in the Islamic framework, is rooted in sincere intention (ikhlas) and the pursuit of blessings (barakah) through work. Work discipline reflects amanah, where employees are expected to fulfill their responsibilities responsibly and consistently for the benefit of all stakeholders. Thus, the integration of Islamic economic values into modern management practices provides both ethical and practical guidance for improving organizational performance.

In light of these considerations, this study aims to examine the influence of compensation, motivation, and work discipline on employee performance at Shopee Express Hub Banda Aceh. The research seeks to provide a comprehensive understanding of workplace dynamics, identify underlying challenges, and propose solutions grounded in the principles of Islamic economics. Focusing on the three key variables—compensation, motivation, and discipline—this study is expected to contribute not only to the management of Shopee Express but also to the broader academic literature on human resource management within the framework of Islamic values in the modern logistics industry.

2. Methods

This study employed a quantitative approach, which is considered appropriate for addressing the research problem because it allows for the examination of human behavior in an objective, measurable, and predictable manner (Yusuf, 2016). Two types of variables were utilized in this study: independent and dependent variables. The independent variables consist of compensation, motivation, and work discipline, while the dependent variable is employee performance.

The research population comprised all employees of Shopee Express HUB Banda Aceh, totaling 184 individuals, including 165 couriers, 14 permanent staff, 3 managers, and 2 security officers. Due to limitations in time, cost, and the researcher's capacity, it was not feasible to survey the entire population. Therefore, purposive sampling was applied to select participants based on specific considerations, namely couriers and permanent employees working at Shopee Express HUB Banda Aceh. Referring to Roscoe in Sugiyono (2016), the minimum sample size for multivariate analysis is ten times the number of variables examined. With four variables in this study, the minimum required sample size was 40 respondents. However, the sample size was increased to 50 respondents to ensure greater variability, enhance representativeness, and minimize the potential for measurement error in the survey responses.

The study relied on both primary and secondary data. Primary data were collected directly from respondents through questionnaires and interviews, while secondary data were obtained from relevant documents, books, journals, and other reference sources, both published and unpublished. The combination of these data sources provided a more comprehensive understanding of the research problem.

Data collection was conducted using a questionnaire designed according to the indicators of the research variables, namely compensation, motivation, work discipline, and employee performance. A five-point Likert scale, ranging from “strongly disagree” to “strongly agree” and scored from 1 to 5, was employed. This scale enabled the measurement of respondents’ attitudes, opinions, and perceptions regarding the phenomena under investigation. To ensure the quality of the instrument, validity and reliability tests were conducted. Validity testing aimed to confirm the accuracy of each questionnaire item in measuring the intended variables, with items considered valid if the correlation coefficient (r count) exceeded the critical value of r table or if the significance level was < 0.05 . Reliability was tested using Cronbach’s Alpha, with an instrument deemed reliable if the coefficient exceeded 0.60 (Juliandi & Manurung, 2014).

Operational definitions of the study variables were established to facilitate measurement. The compensation variable (X1) was measured using indicators such as salary, allowances, insurance, and bonuses. The motivation variable (X2) included indicators of future orientation, perseverance, achievement drive, task orientation, ambition, hard work, peer motivation, and effective time management. The work discipline variable (X3) was assessed through punctuality, adherence to rules, responsibility, and the use of work uniforms. Meanwhile, employee performance (Y) was measured by quality of work, quantity, responsibility, initiative, and teamwork. These indicators were translated into questionnaire items and measured using the Likert scale, allowing for quantitative analysis.

The collected data were analyzed using multiple linear regression, classical assumption tests, hypothesis testing, and the coefficient of determination. Multiple regression analysis was applied to examine the influence of compensation, motivation, and work discipline on employee performance. The regression model employed was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

where Y denotes employee performance, α represents the constant, β is the regression coefficient, X1 is compensation, X2 is motivation, X3 is work discipline, and e is the error term.

Prior to regression analysis, classical assumption tests were conducted to ensure the validity of the model. A normality test was used to determine whether the data were normally distributed. Multicollinearity was tested to detect intercorrelations among the independent variables, with tolerance values greater than 0.1 or variance inflation factor (VIF) values less than 10 indicating the absence of multicollinearity. Heteroscedasticity was also tested to confirm that residual variance was constant across observations.

After satisfying the classical assumptions, hypothesis testing was performed. The t-test (partial test) was used to evaluate the individual influence of each independent variable on the dependent variable. A hypothesis was accepted if the significance value was less than 0.05, indicating that the independent variable had a significant effect on employee performance. The F-test (simultaneous test) was employed to assess the joint effect of all independent variables on the dependent variable, with acceptance criteria being an F statistic greater than the F critical value.

Finally, the coefficient of determination (R^2) was calculated to determine the extent to which independent variables explained the variation in the dependent variable. An R^2 value close to 0 indicated a weak explanatory power, while a value approaching 1 suggested a strong explanatory relationship. This analysis thus revealed the proportion of employee performance variation attributable to compensation, motivation, and work discipline.

Through this methodological design, the researcher aimed to generate findings that are valid, reliable, and scientifically accountable regarding the influence of compensation, motivation, and work discipline on employee performance at Shopee Express HUB Banda Aceh.

3. Result and Discussion

Result

This study was conducted on employees of Shopee Express HUB Banda Aceh with a total of 50 respondents. The research instrument was a questionnaire consisting of four variables: compensation (X1) with 8 items, motivation (X2) with 9 items, work discipline (X3) with 8 items, and employee performance (Y) with 8 items. A Likert scale was employed, ranging from 1 to 5, where 1 indicated “strongly disagree” and 5 indicated “strongly agree.”

Shopee, as one of the largest e-commerce platforms in Indonesia, has grown rapidly since 2015. Through key features such as Shopee Live, Shopee Mall, and free shipping promotions, Shopee has become a leading choice among consumers, including in Banda Aceh. In addition to facilitating consumer access to products, Shopee has contributed to the development of local SMEs by providing wider market opportunities through its platform. The socio-economic impact of Shopee’s growth in Banda Aceh can be observed through the increase in digital transactions, changes in consumer behavior, and the training provided to local sellers.

Respondent Characteristics

The majority of respondents were male (94%), with most falling within the age range of 21–30 years (82%). In terms of education, most respondents held a high school diploma (66%), followed by bachelor’s degrees (22%) and diplomas (12%). Regarding work tenure, the largest proportion had 13–24 months of experience (38%), indicating that most employees were still in the early stages of their careers.

Data Presentation

The questionnaire results revealed varied perceptions among respondents. On the compensation variable, most respondents answered neutral to agree, while the percentage of “strongly agree” responses was relatively low, indicating some uncertainty regarding compensation practices.

Conversely, for the motivation variable, the majority of respondents selected “strongly agree,” with percentages ranging from 72–88% across different items. This indicates that employee motivation at Shopee Express HUB Banda Aceh is generally high.

Regarding work discipline, most respondents also answered “strongly agree,” especially on items related to punctuality and compliance with company regulations. The high agreement level (64–94%) reflects a relatively strong work discipline.

For the employee performance variable, respondents provided highly positive evaluations, with “strongly agree” responses reaching 98% for the first item and averaging above 70% across all items. This suggests that employee performance is considered very good.

Data Quality Tests

The validity test results showed that all items across the four variables had significance values < 0.05 , confirming that all items were valid. The reliability test produced Cronbach’s

Alpha values above 0.6 for all variables (compensation = 0.971; motivation = 0.750; discipline = 0.757; performance = 0.743), indicating that the research instrument was reliable.

The normality test demonstrated that the data were normally distributed, as indicated by the distribution of points along the diagonal line. The multicollinearity test confirmed that no multicollinearity problem existed, as tolerance values were > 0.01 and VIF values were < 10 . Thus, the data met the classical assumptions required for further analysis.

Discussion

The findings of this study indicate that both motivation and work discipline among Shopee Express HUB Banda Aceh employees are at high levels, while perceptions of compensation are relatively more varied. Nevertheless, overall employee performance was categorized as very good.

Compensation

The data analysis revealed that compensation has not yet emerged as a dominant factor in improving employee performance. Although most respondents tended to agree with the existing compensation system, the proportion of those who “strongly agree” was relatively small. This suggests room for improvement in the areas of wages, incentives, or bonuses.

According to human resource management theory, compensation is a crucial factor influencing motivation and performance. If compensation is not perceived as fair or competitive, it may lead to dissatisfaction and negatively impact productivity. In the context of Shopee Express Banda Aceh, it is essential for the company to continuously review its compensation policies to ensure alignment with employees’ workload and needs.

Motivation

Motivation emerged as the strongest factor influencing performance. The majority of respondents reported being highly motivated, whether due to career opportunities, work challenges, or a supportive work environment. These findings align with Herzberg’s motivation theory, which emphasizes that intrinsic factors such as recognition, opportunities for growth, and a sense of achievement exert greater influence than extrinsic factors.

For Shopee Express Banda Aceh employees, their work provides meaning, challenges, and opportunities for growth. High motivation clearly has a positive impact on performance, as motivated employees are more likely to work diligently, maintain discipline, and remain focused on achieving targets.

Work Discipline

Work discipline was also found to be high among employees, as evidenced by the dominant “strongly agree” responses. This reflects that most employees comply with company regulations, arrive on time, and complete tasks according to established procedures.

According to classical management theory, discipline is a key prerequisite for achieving optimal organizational performance. Without discipline, companies—particularly those in logistics such as Shopee Express—would struggle to maintain service quality and timeliness. The strong discipline observed in Banda Aceh may be influenced by a workplace culture emphasizing compliance and close supervision by management.

Employee Performance

Employee performance at Shopee Express Banda Aceh was reflected in high scores across indicators of productivity, work quality, and responsibility. Most respondents assessed their performance as very good, meaning that work targets could be effectively achieved.

These findings confirm that motivation and work discipline significantly contribute to improved performance. Although compensation is not always the primary factor, performance remains consistently high due to strong intrinsic motivation and discipline within the workforce.

Research Implications

This study offers several practical implications. First, companies must sustain employee motivation by providing career development opportunities, a supportive work environment, and non-material recognition. Second, discipline must be consistently maintained through effective monitoring mechanisms. Third, compensation should be reviewed to ensure proportionality with workloads, thereby avoiding disparities in employee perceptions.

From an academic perspective, this study reinforces the theory that employee performance is simultaneously influenced by compensation, motivation, and discipline. However, within the context of Shopee Express Banda Aceh, motivation and discipline proved to be more dominant than compensation. This highlights the variability of performance determinants depending on socio-economic contexts and organizational characteristics.

Relevance to E-commerce Development in Banda Aceh

Shopee's development in Banda Aceh not only reflects the transformation of consumer behavior but also underscores the importance of adaptive human resource management. Employees with high motivation and strong discipline serve as the key drivers of logistics service excellence. As online shopping demand continues to rise, companies must ensure that their human resources are capable of providing fast, accurate, and high-quality services.

Overall, the findings of this study affirm that the success of Shopee Express in Banda Aceh is not solely determined by technology or marketing strategies, but also by human factors. High levels of motivation and work discipline have proven to be the main pillars supporting employee performance, while compensation serves as a complementary factor that must still be managed to maintain employee satisfaction.

4. Conclusion

This study concludes that compensation does not have a significant effect on employee performance, while motivation and work discipline are strong determinants that positively influence performance. When examined together, compensation, motivation, and discipline collectively contribute to improving employee outcomes, although non-financial factors play a more dominant role. These findings suggest that organizations in the logistics service sector should prioritize strategies to strengthen employee motivation and discipline, as they are critical to fostering productivity, commitment, and organizational effectiveness, while compensation can still serve as an important form of recognition and support. The study contributes to the broader understanding of performance drivers in the logistics industry, particularly within the context of Islamic economics, where values of discipline and dedication are closely aligned with organizational success. Future research is recommended to expand the scope by incorporating

additional variables such as leadership, organizational culture, or job satisfaction, in order to provide a more comprehensive perspective on employee performance.

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