

The Effect of Bullying and Work Discipline on Employee Productivity with Compensation as an Intervening Variable at Cipta Indah Group Merauke

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ABSTRACT

This study is entitled The Effect of Bullying and Work Discipline on Employee Productivity with Compensation as an Intervening Variable at Cipta Indah Group Merauke. The aim is to determine and analyze whether bullying and work discipline have a positive and significant effect directly or indirectly through compensation on productivity at PT CIG Group. The number of samples used was 108 employees. The data analysis used is Partial Least Square (PLS) regression to test the hypotheses proposed in the study. The results of this study indicate that the direct effect of bullying and compensation on work productivity shows an insignificant effect. As for the direct effect of work discipline and work productivity, it has a significant effect. As for the direct effect of bullying and work discipline on compensation, it shows a significant influence and relationship. For the results of the indirect effect of the variables of bullying and work discipline on productivity with compensation as an intervening variable, it shows that compensation is not able to mediate or cannot be a mediator for bullying and work discipline.

INTRODUCTION

The company is an organization whose main orientation is to get maximum profit by using the resources owned both human resources, capital, effectively and efficiently, because the survival of the company can be maintained through a very important means, namely profit or profit. To realize this goal, of course, it will cause conditions where employees are required to work more productively which causes employees to be burdened with work beyond capacity, compensation is not in accordance with the workload, especially coupled with emphasis in completing the work so that the imbalance workload results in employees completing their work feeling uncomfortable. Destarania, (2012) said that sometimes the workplace creates unhealthy competition and even intimidation and unhealthy efforts to bring down coworkers are something that cannot be denied. This condition is sometimes not realized by the employees themselves that this phenomenon is one form of bullying behavior from coworkers. Bullying is part of the work environment around employees that can have a negative impact on achieving productivity in carrying out their work, so productivity really needs to be improved in the work environment by creating convenience in carrying out tasks.

The emphasis and completion of employee work generally arises from the company's management pattern that sees everything from seniority and junior employees. The influence of seniority leads to bullying of junior or subordinate employees even though it is sometimes considered a trivial matter, but this condition causes employees to feel depressed, uncomfortable in carrying out work. Adverse impacts such as psychological, physical, and social injuries are bullying through an aggression behavior carried out by a person or group of people both intentionally and repeatedly with the aim of making others feel uncomfortable to cause depression in a place. Rudi (2010) said that community leaders, educators, protection organizations and various other groups as social observers are very concerned and care about workplace violence is one of the organizational phenomena that has received a lot of attention from various groups, both from researchers, educators, protection organizations, and community leaders (Rudi, 2010).

Bullying is the use of power and aggressive attitudes that intend to hurt the feelings of coworkers because of something that is done continuously in the workplace by involving the power gap that is owned in the company either in real or perceived terms between the perpetrator and the victim. (Olweus D. in Wolke & Lereya, 2015). The utilization of power from senior employees is mostly due to the feeling that they have worked long enough so that all work in the company can be done well and show that the work productivity carried out so far has been good for the company. Cipta Indah Group Merauke Company, which is a company with several subsidiaries in it, namely CV Indah Print Center, engaged in photography and printing, PT Rajawali Perkasa Raya engaged in Electrical and Civil Contractors, Rajawali Building Super market engaged in retail and wholesale sales, and Toko Serba Listrik, engaged in the sale of electrical equipment.

This company certainly has many employees spread across all its business units. Photography and printing with 23 employees, then PT Rajawali Perkasa Raya is engaged in electrical and civil contractors with 33 employees, Rajawali Building Super market is engaged in retail and wholesale sales of building materials with 42 employees. Toko Serba Listrik, engaged in the sale of electrical equipment with 12 employees. Of course, from each Cipta Indah Group business unit, employee-related problems such as bullying, work discipline, compensation and work productivity since the company was founded are very high problems. The bullying received is mostly non-physical bullying but sometimes they also get physically abusive treatment.

This condition occurs because of social jealousy, the forced completion of work that is the responsibility of the bully. This condition continues to occur in the company without the knowledge of the company manager. As a result of the bullying received by these employees, it causes them to experience depression when they enter the office, not working optimally, completing work is not complete, not on time which has an impact on their productivity which is unstable and even decreases. Anggraeni and Rosari, (2021) said that organizations and employees will get various negative impacts due to bullying in the work environment received by employees in the workplace. The perception of work insecurity of employees who experience bullying greatly affects employees at work because workplace bullying can reduce the work attachment of employees because there are aspects of work attachment that are not fulfilled. Such conditions can be ascertained that will have an impact on employee discipline and work productivity. Putri and Wijono (2018) in research found that there is a correlation between workplace bullying and employee work productivity is a significant negative correlation.

In addition to the bullying factor, the work discipline factor is one of the most important things for every organization, especially for companies. Every employee is required to be disciplined in many ways related to the work or work activities carried out. Discipline is usually the most highlighted is the time to enter the office, go home, or after lunch break, especially for companies. Cipta Indah Group employees are one of the companies located in Merauke, South Papua Province which has a total of 108 employees spread across several subsidiary businesses. In order to realize the company's goals, all Cipta Indah Group employees are subject to strict discipline, so that all employees must understand the rules set in the company, especially the issue of work discipline. Enforcing work discipline is very important for companies, because work discipline is of great benefit both for the benefit of the organization and for employees. Optimal results in the organization/company can be achieved/obtained through the maintenance of work discipline and the maintenance of order and smooth implementation of tasks.

Veithzal (2006) says, Work discipline is a condition in which employees are expected to be willing to change employee behavior used by managers to communicate with employees as an effort to increase awareness to obey all applicable rules and social norms of the company. Siswanto (1989) said that the attitude of respecting, obeying and complying with applicable rules and norms,

both written and unwritten, is able to carry out all rules and accept sanctions in the event of a violation while carrying out duties and authority. Hasibuan (2016) said, to achieve the goals that have been planned by the organization, the discipline of the workforce is one of the most important factors. Employee work discipline at the Cipta Indah Group company with a total of 108 employees with an attendance rate of only 79.63% every month and every month there are also employees who resign from the company reaching 2.78% or as many as 3 people every month, so it can be said that this is actually a serious problem faced by the company, and there needs to be a solution so that it can increase employee attendance at work, and reduce employees who resign.

Because of the large number of employees who are absent without reason as shown in the table above, be it permission, leave, illness or absence, I suspect that there is something going on at PT Rajawali Perkasa Raya, and to get information related to this, a pre-survey was conducted on 22 people or 20% of the total number of employees using a questionnaire distributed, the answers obtained were that 15 of them often got bullied by coworkers, had received physical and verbal violence 7 other people said that they often received threats while carrying out their duties. The work performance of victims of bullying affects the lack of work concentration, decreased self-assessment, difficulty in decision making, work motivation, and productivity. Decreased work productivity and increased intention to quit their jobs (Hutchinson et al., 2008; Laschinger, 2014; Simons, 2008). Research related to workplace bullying already exists, but studies on workplace bullying and its impact on work productivity through compensation have never been conducted in Indonesia. Based on this, this research was conducted with the hope of providing information on related knowledge and being able to reveal the problems that occur in Cipta Indah Group companies.

To increase work productivity can be done through compensation and improvement of employee discipline. The existence of compensation provided by the company to employees is certainly expected to have a positive impact that is able to provide benefits, both for the company and employees. Providing good compensation will encourage employees to work well and productively (Hasibuan, 2012). Research related to discipline and compensation on employee work productivity has been carried out a lot and the results of the research show differences where some are significant and some are not significant. Ardiansyah et al., (2020) said that compensation and employee discipline have a positive and significant effect. Likewise with research conducted by Nidaul Izzah and Ida Ardian (2016). Gandaria Elizzabet (2019) said that compensation on work productivity has a positive and insignificant effect and work discipline on work productivity has a significant positive effect.

This is what attracts the author's attention to try to raise this as a research topic, besides that the length of work factor can be an indicator of the company's success in managing HR. Because work discipline is the biggest problem for all companies where the entry and exit of employees with a very high level can make the company's performance slow down. The two things above will be examined in depth so that a study can be drawn whether it affects

compensation and productivity. This research took samples at Cipta Indah Group Merauke. This study aims to determine and analyze the direct and indirect effects of bullying, work discipline on employee productivity with compensation as an intermediate variable at PT Cipta Indah Group Merauke.

THEORETICAL REVIEW

Definition of Bullying

Bullying is inappropriate behavior from friends or seniors at work that causes stress, so that it is uncomfortable at work and lazy to work until the desire arises to avoid work and even lazy in carrying out work activities. This condition can cause employee work productivity to decrease so that it can cause a decrease in company profits. Bullying can be found anywhere and it is a hidden danger, including in the workplace. Einarsen et al. (2020) said that acts of violence both verbally and non-verbally such as harassing, ostracizing, socially hurting feelings that are carried out repeatedly and regularly in the work environment over a certain period to someone in a lower position so that it negatively affects their work is bullying. When a worker suddenly wants to quit or resign from work, the person experiencing bullying has the potential to experience burnout (Cordes & Dougherty, 1993).

Workplace bullying also has a detrimental impact on organizations including reduced employee work efficiency, unsafe work environment, increased absenteeism, poor morale, increased workers' compensation claims and civil actions. In addition, workplace bullying also has an impact on the agency or company that is occupied. Employees who experience bullying usually do not dare to express their opinions and share their knowledge for fear of being bullied. This can ultimately destroy teamwork, reduce productivity and hinder target achievement (Rahayuningsih, 2017) conveyed the results of research related to the construct validity of measuring bullying behavior in the workplace which determined the following indicators: (1) In the form of threats to professional status; (2) Personal threats; (3) Isolating; (4) Excessive workload and; (5) Actions that cause instability.

Work Discipline

Discipline is the key to a company's success in achieving its goals. Discipline also refers to compliance with organizational rules related to absence, quality of work, amount of work, knowledge of work, and so on. Syardiansah and Utami, (2019) Work discipline is an attitude that is very important and gets attention in every job done by everyone to achieve optimal performance. Work discipline is a real obedience and is supported by awareness in carrying out its duties and obligations and behaving in accordance with the rules that apply in the workplace.

Syarkani, (2017) said that work discipline has indicators consisting of: 1) Punctuality Work discipline will be measured from when employees enter the office on time. not only when entering work, but also during breaks, returning home, and at work. 2) Using company facilities properly. 3) Using company equipment properly shows that employees have good work discipline, so that

company equipment will not be damaged. 4) Having high responsibility Employees must always perform the tasks assigned to them in accordance with the procedures and have the responsibility to complete their work. 5) Adherence to company rules Employees must use uniform identifiers in accordance with company rules.

Definition of Compensation

According to Enny (in Putri and Iryanti, 2024) Compensation is a form of compensation given to employees as a reward for their work for the organization. Compensation can be in the form of money directly or indirectly, and can also be indirect. According to Edison, et al., (2017) compensation indicators are divided into two, namely: 1) Compensation is normative: The minimum compensation that must be received consists of salary or wages and fixed benefits such as health, holiday, or religious benefits. 2) Compensation that is based on special policies and considerations, such as professional allowances, meal allowances, transport allowances, bonuses, leave, production services, and vacations, is known as policy compensation. Because of the factors outlined, this research uses normative and policy compensation.

Work Productivity

Referring to Putri and Wijono (2018) said that the true work productivity is influenced by several factors from the findings of several previous researchers, namely: education, motivation to work, employee discipline and skills, attitudes and work ethics, self-esteem, wages or salaries, work environment, intimidation (bullying in the workplace), social security, and awards.

Sutrisno (2019) who conveyed several indicators of work productivity, namely as follows: 1) Ability to Perform Tasks: An employee's ability depends largely on their skills and professionalism at work. This enables them to accomplish their assigned tasks. 2) Improve results achieved: Our goal is to improve results achieved. Leveraging work productivity for everyone involved in a job is something that can be felt by both those who do the work and those who enjoy the results. 3) Work spirit: This effort is better than yesterday, as demonstrated by the work ethic and results achieved in one day after the previous day. 4) Self-Improvement: Always improve your work skills. By looking at the challenges and expectations ahead, you can improve yourself.

METHODOLOGY

When research is conducted, it is important that a method is used (Patmasari and Ilham et al., 2022; Tokang et al., 2023). This method must be in line with the subject matter being researched (Ilham et al., 2020).

The research design used is Bullying (X1) and Work discipline (X2) as independent variables and compensation as an intervening variable (Y1) and work productivity as the dependent variable (Y2). This research uses a survey method. This method is limited to an understanding of sample surveys intended to test hypotheses. For cause and effect, an appropriate statistical review will be used, namely a structural model, in accordance with the

hypotheses proposed in this study. This model will show how important the cause variable is compared to the effect variable. The picture of the framework of this research topic and problem is as follows:

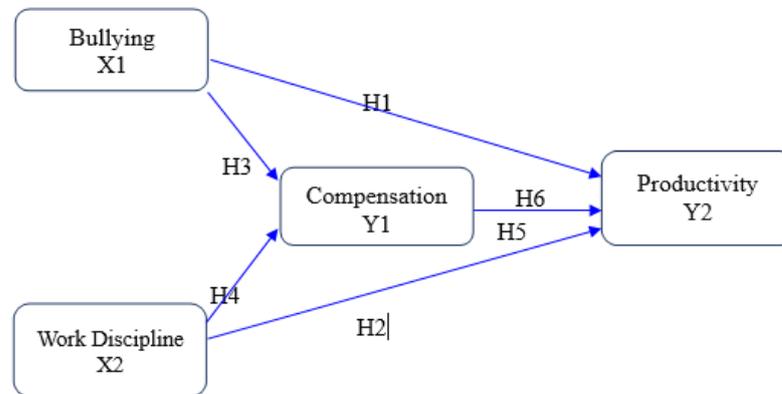


Figure 1. Framework of Thought

(Data source: Processed, 2023)

To obtain relevant data for this research, literature research was also conducted (Tebay and Ilham, 2023; Sapioper et al., 2022; Ilham and Patmasari; 2022). Literature research is a study whose data sources come from various library materials, be it journals, proceedings, and other reading sources that are in line with the research topic (Ilham et al., 2021; Yunita, 2022; Renyaan; 2023; Ohoiwutun and Reywulan R. Kaunang, 2024).

The population of this research is all employees of the Cipta Indah Group Merauke company including its subsidiaries. The sample is said to be accurate if the sample statistics can estimate the population parameters correctly. Meanwhile, the precision sample is the extent to which the research results based on the sample can reflect the reality of the population under study. To determine the sample size in this study using is a full sample, namely:

Table 1. Total Research Sample

No	Description	Total (people)
1	Photography and printing	23
2	PT Rajawali Perkasa Raya	31
3	Rajawali Building Super market	42
4	Electrical convenience store	12
Total		108

Data Source: Cipta Indah Group Merauke (2022)

Data analysis and interpretation to answer research questions and reveal social phenomena is to use Partial Least Square (PLS) regression. To calculate the value of direct and indirect effects through path analysis, Partial Least Square (PLS) is also known. Intervening variables are intermediate variables or mediators, whose job is to regulate the relationship between the independent variable and the dependent variable. The path diagram provides explicit information on the causal relationship between variables based on theory. A direct relationship occurs if one variable affects another variable without a third

variable, namely the variable mediating the second relationship. In each independent variable there will be arrows leading to other variables (mediation) and this serves to explain the amount of variance that cannot be explained by other variables (Ghozali, 2009). The relationship between the variables of bullying and length of service affects employee work productivity through compensation at Cipta Indah Group Merauke described in path analysis.

RESULTS

Results of Data Analysis

Construct analysis results with path analysis techniques (parth analysis) as well as evaluation of indicators through validity and reliability tests that show the causal relationship or direct effect of each variable according to the problem and hypothesis, as well as the indirect effect of variables where the indirect effect of bullying variables (X1) and work discipline (X2) on work productivity (Y2) mediated by compensation variables (Y). The test results based on this research construction model according to the research variables are as follows:

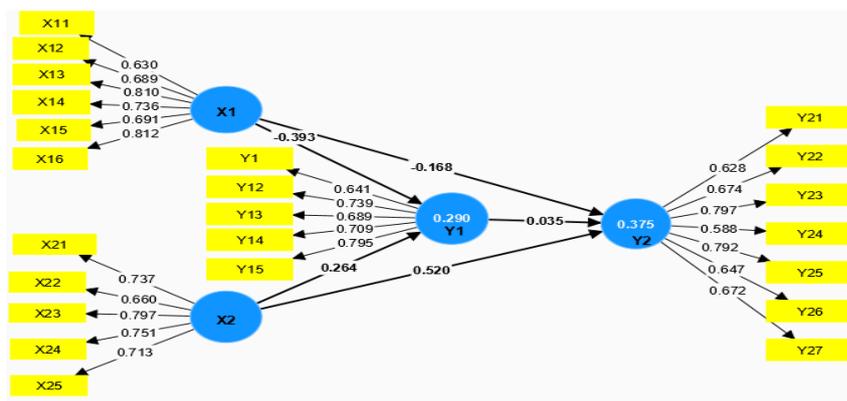


Figure 2. Construct Equation Model of Research Variables

(Data Source: Processed, 2023)

Based on the construct model, it can be explained that the structure of the influence and relationship can be explained that:

a. *Direct Influence of Variables*

The results of the analysis of direct effects as drawn from each variable in the study for bullying (X1), work discipline (X2), productivity (Y2) with the intervening variable compensation (Y1) as a mediating variable the following table:

Table 2. Direct Influence of Research Variables

Independent Variable	Dependent Variable	Direct Effect	Result Test t	P. Value
Bullying (X1),	Productivity (Y2)	-0.054	-0,168	0.065
Work Discipline (X2)	Productivity (Y2)	0.088	2,418	0.016
Compensation (Y1)	Productivity (Y2)	0.102	1.203	0.232

Bullying (X1)	Compensation(Y1)	- 0.208	-2.539	0.013
Work Discipline (X1)	Compensation(Y1)	0.269	2.659	0.009

Data Source: Processed (2023).

As the description of the data in the table above, the description of the direct effect of the variable Bullying (X1), Work Discipline (X2) on Productivity (Y2) with the intervening variable compensation (Y1) can be explained that the direct effect of bullying on productivity is -0.054 with a probability level (P-Value) of 0.065. The direct effect of work discipline (X2) on productivity (Y2) is 0.088 with a probability (P-Value) of 0.016. While compensation (Y1) on productivity (Y2) shows that the effect reaches 0.102 with a level (P-Value) of 0.232. So, it can be said that bullying (X1), work discipline (X2), productivity (Y2) with the intervening variable compensation (Y1). Thus, it can be conveyed that bullying on productivity and compensation on productivity have a negative effect, while the others have a positive effect both on productivity and on compensation.

b. Indirect Influence of variables

The mediation effect shows the relationship between the independent and dependent variables through connecting or mediating variables. The influence of the variable on the dependent variable does not directly occur but through a transformation process represented by the mediating variable (Abdillah and Hartono, 2015). The indirect effects are bullying and work discipline through compensation to productivity.

Table 3. Indirect Influence of Research Variables

Independent Variable (X)	Intervening Variable	Dependent Variable (Y2)	Indirect Effect.	T. Statistics (Z-Value)	P-Value
Bullying	Compensation	Work Productivity	-0.009	-1,107	0.268
Work Discipline	Compensation	Work Productivity	0.011	1.116	0.264

Data source: processed, 2023

From the data in the table, it can be explained that the magnitude of the influence of the variables of bullying and work discipline through compensation on work productivity. The indirect relationship of the bullying variable to work productivity with the compensation variable as an intervening/mediator shows a negative relationship (-0.009) or reaches -0.9% with a p-value (critical ratio) of 0.268 or 26.8%. While the influence of work discipline variables through compensation on productivity is 0.011 or 1.1% with a p-value (critical ratio) of 0.264 or 26.4%.

Evaluation of the Structural Model (Inner Model)

Model evaluation (inner model) is to describe the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent variable. Based on the results of the analysis, it can be seen that the magnitude of the R-square value for the equation of the compensation variable (Y1) is 0.290 so that the results can be said that the relationship between variable constructs can show a moderate model because it is in the range between 0.50 - 0.25 (Hair et al. 2011) as well as the magnitude of the R2 value (R-square adjusted). While the inner model for the work productivity variable (Y2) both the R-square value and the R2 (R-square adjusted) value are said to be the relationship between variable constructs showing a moderate model where $R = 0.375$ and $R^2 = 0.356$.

Hypothesis Testing

a. Testing the Direct Influence of Research Variables

Hypothesis testing is very important to do as an effort to prove or show the significant level of direct influence of the independent variable on the dependent variable. Partial hypothesis testing according to the results of the analysis carried out which can be seen through the t_{test} where in the research to be tested the direct effect of bullying (X1), work discipline (X2) on productivity (Y2) and bullying (X1), work discipline (X2) on compensation (Y1) as an intervening variable, which is done by comparing the value of the t_{count} (Critical Ratio) with the t_{table} . The independent variable is declared to have a significant effect if the value (Critical Ratio) is greater than the t_{table} . Research hypothesis testing uses a significant level (alpha) of 0.05%.

The sample used is 108 employees of CIG Group Merauke and the degree of freedom is $(n-k) = 108-4$ so that $adf = 104$ thus the t_{table} value at a significant level of 5% (Alpha 0.05) and a degree of 104 (0.05: 104) is 1.984. The results of hypothesis testing from the calculation of the magnitude of the t_{count} value with the t_{table} can be briefly explained that the data in the table above, it can be explained that all independent (exogenous) variables set in the study, namely Bullying (X1), Work Discipline (X2) and compensation to employee work productivity show that:

1. Bullying (X1) has a negative and insignificant effect on work productivity (Y2) of CIG Group employees which can be seen based on the comparison between the t_{count} value and the t_{table} and its significant value (P-value) which is greater than the alpha value (5%). So, it can be said that the 1st research hypothesis which says that bullying (X1) has a positive and significant effect on work productivity (Y2) at CIG Group is rejected.
2. The Work Discipline (X2) variable on work productivity (Y2) of CIG Group employees shows that work discipline (X2) has a positive and significant effect on work productivity (Y2) which can be seen from the $t_{\text{count}} > t_{\text{table}}$ value ($2.418 > 1.984$) and the critical ratio value (P-value) $<$ Alpha level ($0.016 < 0.05$). Thus, it can be said that the research hypothesis which conveys that work discipline (X2) has a positive and

significant effect on work productivity (Y2) at CIG Group Merauke is accepted.

3. For the variable Compensation (Y1) on work productivity (Y2) CIG Group Merauke employees show a positive influence is not significant. This can be seen from the comparison of t-count with t-table and or P-value with alpha level. $T_{\text{count}} < t_{\text{table}}$ ($1.203 < 1.984$) and critical ratio value (P-value) $>$ Alpha level ($0.232 > 0.05$). With this explanation, the 5th hypothesis which states that compensation (Y1) has a positive and significant effect on work productivity (Y2) of CIG Group Merauke employees is not accepted.
4. For Bullying (X1) on compensation (Y1) in CIG Group Merauke employees, it shows that bullying has a negative and significant effect on compensation (Y1) which can be seen from the t_{count} value $>$ t_{table} ($-2.539 > 1.984$) and the critical ratio value (P-value) $<$ Alpha level ($0.013 < 0.05$). Thus, it can be said that the 3rd research hypothesis which states that bullying (X1) has a positive and significant effect on compensation (Y1) at CIG Group Merauke is accepted.
5. The Work Discipline (X2) variable on compensation (Y1) of CIG Group Merauke employees shows that work discipline (X2) has a positive and significant effect on compensation (Y1) which can be seen from the t_{count} value $>$ t_{table} ($2.659 > 1.984$) and the critical ratio value (P-value) $<$ Alpha level ($0.009 < 0.05$). Thus, it can be said that the research hypothesis which states that work discipline (X2) has a positive and significant effect on compensation (Y1) at CIG Group Merauke is accepted.

b. Testing the Indirect Effect of Research Variables

The indirect effect in this study uses the Sobel test approach. The indirect effect is the effect of bullying (X1), work discipline (X2) on work productivity (Y2) through compensation (Y1). More details of the indirect effect based on the calculation of the analysis results in the table above, it is known that the hypothesis testing for the indirect effect is as follows:

1. The effect of bullying (X1) on work productivity (Y2) with intervening variable compensation (Y1). From the results in the table, it shows a negative and insignificant effect, this can be seen from the magnitude of the comparison value of the t_{count} with the t_{table} where from bullying (X1) indirectly through compensation (Y1) is ($-1.107 < 1.984$) with a probability level p-value (sobel test) of 0.268 and the p-value (sobel test) is greater than the alpha value of 0.05 ($0.268 > 0.05$). Thus, it can be concluded that the intervening variable compensation (Y1) is not able to mediate or mediate bullying (X1) on work productivity (Y2). This explanation is emphasized by the following picture of the construction of the median relationship between variables.
2. The effect of work discipline (X2) on work productivity (Y2) with intervening variable compensation (Y1). Based on the data analysis results in the table above, it can be explained that the work discipline

variable (X2) on work productivity (Y) mediated by compensation (Y1) shows that the t-count value is 1.116 and t-table 1.984 with a probability level p-value (sobel test) of 0.264. Comparison between the t-count with the t-table shows that the t-count value is smaller than the t-table ($0.199 < 2.042$) and the p-value (sobel test) is greater than the alpha value of 0.05 ($1.248 > 0.05$). Thus, it can be concluded that work discipline (X2) on work productivity (Y1) with intervening variables or mediation compensation (Y) is not significant. So that the 5th hypothesis is not accepted.

DISCUSSION

The Effect of Bullying on Work Productivity

Based on the hypothesis testing and testing criteria presented above, it can be explained that the effect of bullying on work productivity is negative and insignificant. These results can be interpreted that the lower the level of bullying, the higher the employee's work productivity, and vice versa. When employees get bullied at work, it will reduce the morale, work discipline and work productivity of these employees so that if this condition is experienced by many employees in the company, it can be ascertained that employee work activities cannot run well, will lead to a decrease in company productivity so that it has an impact on company profits which may decrease or even the company experiences losses.

Einarsen et al. (2020) convey bullying in the work environment as an act of harassing, offending, socially ostracizing that is carried out repeatedly and regularly over a period of time to someone in a lower position so that it negatively affects their work. Era Ayu Anggraeni and Reni Rosari, (2021) If an employee experiences harassment in the workplace, it can have a negative impact on both themselves and the organization. Workplace bullying can affect employees' perceptions of insecurity in the workplace and employees who experience it feel unsafe to continue working.

Bullying received by employees in the workplace can have various negative outcomes, both for the employees themselves and for the organization. Experiencing bullying in the workplace can affect employee perceptions of job insecurity, employees who experience bullying feel insecure about their job continuity. The results of this study are in line with research conducted by (Putri and Wijono, 2018), (Berry et al., 2012) which convey that bullying has a significant negative relationship between workplace bullying and employee work productivity. This means that if there is high workplace bullying, work productivity will be low. Workplace bullies have a significant adverse impact on the companies where they work (Pompeii et al., 2020), and if workplace bullying is low, work productivity will be high. Gunawan & Yuwanto (2009) conveyed that workplace bullying will experience several effects, namely 1) psychological effects in the form of anger, hurt, sadness, disappointment, loss of self-confidence, anger at oneself, feeling isolated, frustrated at work, and experiencing fear in dealing with others; 2) behavioral effects in the form of defensive attitudes, loss of work commitment, and the urge to quit work.

Effect of Work Discipline on Work Productivity

Based on the description of the results of the direct test analysis above, it can be seen that the work discipline variable (X2) directly has a positive and significant effect on employee productivity at PT CIG Group Merauke. This result indicates that with high work discipline, it will also produce high productivity, and vice versa, if the employee's work discipline is low, it is certain that work productivity is definitely low or unproductive. Simatupang and Saroyeni, (2018) said that discipline is a real norm of an employee who is supported by awareness in carrying out his duties and obligations and behaving in accordance with the rules that apply in the company environment. The company will experience difficulties in realizing its goals without the support of good employee discipline.

The results of this study are in line with research from Usman Ismail (2016); Ruauw & Mandey (2015) which convey that employee work discipline affects and has a significant correlation with employee work productivity. Based on this research, it is predicted that work productivity will increase from the current condition if work discipline can be improved. Syardiansah and Utami, (2019) work discipline is an attitude that is very necessary and gets attention in every job done by everyone in achieving optimal performance. Sumarsono (2010) productivity is influenced by various factors both related to the workforce itself and other factors, such as educational background, skills, discipline, motivation, attitudes and work ethics, nutrition and health, income levels, environmental guarantees and work climate, industrial relations, technology, production facilities, management and achievement opportunities.

Effect of Compensation on Work Productivity

The results of the analysis of the direct effect of compensation variables (Y1) on work productivity (Y2) show that between compensation and work productivity have a positive but insignificant relationship. This finding can be explained that by providing compensation according to work results it will increase employee productivity at PT. CIG Group Merauke so that it has an impact on company productivity, and vice versa that if leaders and companies do not pay attention to employees who have good work results it can cause employee productivity to decline.

Compensation is everything that employees receive, as a form of reward for the work they do. Sedarmayanti (2015) said that everything received by employees in return for their work is compensation. Dinantara and Oktaviani, (2019) convey that companies are obliged to compensate employees for their services as a result of work to realize company goals. The results of this study are not in line with the results of research conducted by Putri, C. A. (2019) which states that compensation makes a significant contribution to work productivity, meaning that compensation affects work productivity. Likewise, the results of research conducted by Dewi (2014) which convey that the direct compensation variable (X1) and indirect compensation (X2) on employee work productivity have a strong relationship. Compensation or commonly referred to as rewards is a form of giving either directly or indirectly which is expected to benefit

employees as a form of encouragement so that employees continue to improve their productivity at work.

The Effect of Bullying on Compensation

As explained from the results of the direct test analysis above, it can be seen that the bullying variable (X1) directly has a negative and significant effect on employee work productivity at PT CIG Group Merauke. This explanation can be interpreted that if bullying among employees often occurs and continues, it will have an impact on the compensation to be received because the bullying received by employees will reduce the effectiveness of employee work down. This condition can cause employees not to receive compensation due to low work performance.

Compensation is a form of reward provided by the company in the form of direct or indirect rewards, money or goods to employees (Harahap et al., 2021). Compensation is any form of provision/payment to employees by a company, both financial and non-financial, designed to motivate employees to continue to improve their performance (Kusumaryoko, 2021). Compensation is something that employees receive in return for their achievements in carrying out their duties. The greater the reward given by the company for producing good performance, the greater the employee's performance.

Effect of Work Discipline on Compensation

The findings from the analysis of the effect of work discipline on compensation show that there is a positive and significant effect. These results mean that work discipline is maintained. Compensation or incentives are usually intended to be good and even continue to increase will get the attention of the leadership and the company through compensation. Work discipline is a person's ability to work continuously and diligently in accordance with applicable rules and not violate established rules.

Providing compensation is an incentive to certain employees, whose work performance is achieved or exceeds the target / standard set with the intention of motivating employees to work more enthusiastically so that work results continue to increase Badriyah (2015). High employee work discipline but not given incentives or rewards for work performance will have a negative impact on the company in the future.

Does Compensation strengthen or weaken Bullying's effect on Work Productivity?

Based on the test results, the indirect effect presented in table 3 shows that compensation as an intervening variable is not able to mediate or mediate bullying (X1) on work productivity. This means that compensation is not able to strengthen the bullying variable on work productivity. This condition emphasizes that when employees get bullying treatment in the workplace then the employee is encouraged to improve work productivity by being compensated, what happens is that compensation cannot improve what the employee feels. Compensation cannot improve feelings of worry, fear, and a sense of security at work so that if this condition occurs, the affected employee

will certainly not be able to complete his work let alone increase his productivity. Workplace violence can have an impact on various things, ranging from individuals, groups, organizations, to the social environment as a whole. For individuals, the consequences of workplace violence can damage employee health and well-being (Silviandari and Helmi, 2018).

Work Discipline Affects Work Productivity through Compensation

The test results for the indirect effect of work discipline variables through compensation on work productivity show that compensation is not able to strengthen the effect of work discipline on work productivity as seen in Table 3. This means that providing compensation for employees cannot improve work discipline and employee productivity, this could be that employees do not have good awareness and willingness to complete their duties and responsibilities. When the condition of company employees is like this, there needs to be an effort from company leaders to improve or improve work discipline. Syardiansah and Utami, (2019) work discipline is an attitude that is very necessary and gets attention in every job done by everyone in achieving optimal performance.

CONCLUSIONS AND RECOMMENDATIONS

The conclusions that can be conveyed according to the results of the research and discussion above are that bullying has a negative and insignificant effect on work productivity, work discipline has a positive and significant effect on work productivity, compensation has a positive and insignificant effect on work productivity, bullying has a positive and significant effect on compensation and work discipline has a positive and significant effect on compensation. Compensation as an intermediary variable is not able to strengthen the effect of bullying on work productivity or the relationship between work discipline and work productivity. Compensation as an intermediary variable is not able to strengthen the effect of bullying on work productivity or the relationship between work discipline and work productivity.

From the findings in this study, the following suggestions can be made: Company leaders must continue to be aware of the treatment of bullying among fellow employees, to improve work productivity, work discipline needs to get serious attention from company leaders, compensation from companies for employees needs to be increased to increase employee productivity, and finally to improve employee work discipline, companies must think of ways and methods other than providing compensation or incentives.

FURTHER STUDY

Similar research is expected to be carried out in the future, by examining: The Effect of Bullying and Work Discipline on Employee Productivity with Compensation as an Intervening Variable at Cipta Indah Group Merauke. However, trying to use a different approach or method, this aims to get comparative data, by analyzing in depth through a qualitative approach.

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