

Work Motivation And Compensation To Support Employee Performance At PT. A

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Abstract: The inadequate realization of the textile production target despite the increase in textile production has an impact on the sales that will be obtained by the company. Employee performance continues to decline due to the lack of motivation in employees and the compensation given is considered incompatible with the work that the employee produces or in other words, the compensation obtained is below the UMR. This study aims to determine how the influence of work motivation and compensation on employee performance at PT. A. The research method used is descriptive-verification method. The sample used in this study were 67 employees who worked as a production division at PT.A. Data processing was performed using multiple linear regression, correlation coefficient analysis, determination coefficient analysis and hypothesis testing. Based on the research results it can be concluded that there is an influence between work motivation on employee performance at PT. A and there is an influence between compensation on employee performance at PT. A and there is a simultaneous influence between work motivation and compensation on employee performance at PT. A

Keywords : Work Motivation, Compensation and Employee Performance

1. Introduction

Every company must be able to combine the available resources to produce products and services that can be marketed to consumers. Companies must strive to demonstrate their excellence in order to continue to survive in business competition where the company produces quality products and services, variety and according to consumer tastes. The way that a company can do to achieve success and to be able to survive in accordance with company goals and objectives requires the role of human resources. In other words, human resources are the most important factor in a company. The better the company maintains the performance of its employees, it is certain that the productivity will be optimal because in general, the employee's performance will be used as a benchmark for the success of an employee for a certain period of time.

The role of leadership in increasing employee motivation is needed to be able to increase employee morale and work comfort of employees so that employees can contribute optimally to the company. Motivation will arise naturally when an employee has a desire to participate in advancing the progress of the company where they work. Providing compensation is one element that can have an impact on the seriousness of employees in completing work. This is because every employee who works definitely wants compensation as a form of remuneration or appreciation given by the company to employees. In general, compensation is given at a specified time in the form of a nominal amount of money which is expected to meet the needs of each employee. The success or failure of a company will depend on the contribution or performance that employees provide to the company. In a certain period of time, the company or the leadership will conduct an employee job evaluation which aims to improve employee performance at the company so that the employee's performance does not decrease continuously because it is considered to be detrimental to the company and the employees themselves.

Employee performance is often used as an element that becomes the main benchmark for the success of an employee in completing the work and tasks assigned by the company. Achievement of targets in accordance with company targets will be a reference for the company to determine whether the employee is successful or not. In general, the performance results that employees provide to the company will be measured and assessed at a certain time, generally once a month because the company will evaluate employee performance if there are employees who cannot complete the work according to the targets set by the company. Performance or work performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or criteria that have been predetermined and mutually agreed upon (Sandy, 2015; Maluleke et al., 2019). Employee performance at PT. A, especially employees who work in the production division, shows that employee performance from 2014 to 2018 has decreased in performance. This can be seen from the results of data from the company regarding the comparison between the company's target and the company's performance realization which is attached to the table below :

Table 1. Employee Performance Data of PT. A in 2017 -2018

No	Job Assessment Aspects	Assessment 2017		Assessment 2018	
		Score	Category	Score	Category
1	Work effectiveness and efficiency	2,12	Low	2,45	Low
2	Punctuality in carrying out tasks	2,50	Low	2,52	Low
3	The ability to hit the target	2,05	Low	2,15	Low
Non-Employment Assessment Aspects					
1	Initiative	3,01	Good	2,75	Low
2	Communicative	3,15	Good	3,05	Low
3	Self-development	2,85	Good	2,30	Low
	Total	2,61	Low	2,54	Low

Source: Company Data (2019)

One of the factors that can have an impact on the performance of employees is the work motivation of the employees themselves in completing the work or tasks assigned by the company to each employee. Work motivation is one of the factors that can have an impact on employee performance because employees who have a strong desire or drive to complete the work given will try and make every effort to complete the work according to the targets set by the company. Work motivation is an incentive to desire and a driving force for a person's willingness to work because each motivation has a specific goal to be achieved (Sutrisno, 2016). Work motivation is the power that exists in a person, which drives their behavior to take action (Widodo, 2015). The magnitude of the intensity of the strength within a person to do a task or achieve a goal shows the extent of his motivation level.

The low work motivation of employees can also be seen from the level of discipline and attendance of employees which are classified as low because there are still employees who are absent and have permission without including certificates or giving unclear reasons. In addition to work motivation, compensation can be another factor that can have an impact on employee performance because compensation is remuneration provided by the company for the contribution made by employees to the progress of the company. Compensation consists of two aspects, namely financial compensation and non-financial compensation, financial compensation can be in the form of salaries, allowances and incentives, while non-financial compensation can be in the form of allowances that are generally not nominal in nature. Both aspects of compensation have an impact on the performance performed by employees. Compensation is an award or reward, directly or indirectly, financial or non-financial, that is fair and appropriate to employees, as a reward or contribution / service to the achievement of company goals (Marwansyah, 2016). At PT.A, the majority of employees gave complaints about the compensation they received, especially in terms of the nominal money given to employees. The number of complaints and dissatisfaction with the provision of financial compensation received by employees, it directly and indirectly affects the work activity process, which affects daily work activities, because employees are not motivated in carrying out their work activities, due to the compensation they receive cannot improve income and welfare. Production activities at PT. A is carried out based on the respond demand make to order strategy, that is, the company carries out production activities when there is an order from the consumer. With complaints from workers due to dissatisfaction in the field, on February 20, 2019, a demonstration took place from employees of PT. A to demand justice from the company so that the activities within the company stop and have a bad impact on company revenues.

2. LITERATURE REVIEW

Work Motivation

Motivation is the key to a successful organization to maintain work continuity in the organization with a strong way and help to survive (Pamela and Oloko, 2015). Motivation is giving them proper guidance or direction, resources and rewards so that they are inspired and interested in working the way you want them to. Motivation is the result of a number of processes that are internal or external to an individual, which causes enthusiasm and persistence in carrying out certain activities (Hamali, 2016). The role of motivation can have an impact on the contribution that employees make to the company.

Maslow suggests that adults normally satisfy approximately 85% of physiological needs, 70% of safety needs, 50% of the needs for belonging and love, 40% of self-esteem needs, and only 10% of self-actualization needs. Although Maslow's thoughts on the theory of needs appear more theoretical in nature, they have provided the

foundation and inspired the development of motivational theories that are oriented towards the next more applicable needs. Thus, every employee must be able to motivate himself in order to achieve job satisfaction.

Based on the theory described by McClelland that needs and motives have meanings that are interchangeable with one another. This need or motive is owned by everyone with different proportions and each person has different needs.

There are seven motivational factors, namely promotion, work performance, work itself, appreciation, responsibility, recognition, success at work (Sunyoto, 2013). There are two types of motivation, namely positive motivation and negative motivation (Hasibuan, 2013). Positive motivation means that managers motivate (stimulate) subordinates by giving prizes to those who excel above standard achievements. Negative motivation means that managers motivate their subordinates to the standard that they will be punished. With this negative motivation, the morale of subordinates in the short term will increase because they are afraid of being punished, but in the long term it can have negative consequences.

Compensation

Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Hasibuan, 2017). The establishment of an effective compensation system is an important part of human resource management as it helps to attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance. In general, the forms of compensation provided are financial compensation and non-financial compensation. Efforts to develop a reward system for specialists in the field of human resource management need to do four things, namely conducting job analysis, conducting job appraisals, conducting surveys of various reward systems, determining the "price" of each job (Septawan, 2014).

The purpose of providing compensation (remuneration) includes cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, and the influence of labor unions and the government (Hasibuan, 2014). Factors that affect compensation are work productivity, ability to pay, willingness to pay, labor supply and demand, employee organizations, various laws and regulations (Septawan, 2014).

Employee Performance

Performance is the work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals or ethics (Sinambela, 2017). Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how someone is expected to function and behave in accordance with the task that has been assigned to him and the quantity, quality and time spent in carrying out tasks (Sutrisno, 2016).

Based on the understanding of employee performance according to some of the experts described above, the definition of employee performance is the process or result of work produced by the employee which will be assessed or evaluated in a certain period of time or is the work result in quantity or quality achieved by the employee. The elements that are assessed in the performance appraisal process are loyalty, work performance, honesty, discipline, creativity, cooperation, leadership, personality, initiative, skills, responsibility (Hasibuan, 2016).

3. RESEARCH METHOD

This research is a quantitative research with a survey method. Survey research is a type of research using a questionnaire or questionnaire as the main data source, where respondents are asked to give short answers that have been written in the questionnaire or questionnaire, then the answers of all respondents are processed using certain quantitative analysis techniques (Sugiyono, 2015).

This study uses three variables, namely two independent variables and one dependent variable, which include:

1. Independent variable (X)

Independent variables are variables that affect the dependent variable, either positively or negatively. If there are independent variables, the dependent variable is also present with each unit of increase or decrease in the independent variable. It can be said that the variance in the dependent variable is caused by the independent variable. In this study, the independent variables are motivation and compensation.

2. The dependent variable (Y)

The dependent variable is a variable of primary concern to researchers who are used by researchers to understand and describe the dependent variable, as well as explain its variability or predict it. It can be said that the main variable is suitable in the investigation. Through this variable, the researcher can obtain a solution to the problem under study. In this study, the dependent variable used is the employee performance variable.

The population in this study were employees of the production division at PT. A, amounting to 205 people. Sampling was carried out using the Slovin theory so that the number of samples in this study were 67 respondents of employees who worked in the production division at PT. A. The data used in this study include primary data (data from the distribution and processing of questionnaires created by researchers) and secondary data (data from books, internet, journals and previous research).

The stages of data analysis used qualitative analysis and quantitative analysis. Quantitative analysis in this study uses the classical assumption test, f test, multiple regression analysis and t test.

4. RESULT AND DISCUSSION

Respondents' responses in the work motivation variable, namely employees do not always get rewarded if they can complete work according to company targets, employees are not given the responsibility to always be able to complete work in accordance with company standards, employees feel quite comfortable with the work environment in the company where I work, employees do not always get remuneration according to the time promised by the company and the company has a policy that is quite burdensome for every employee who works in the company is included in the fairly good category. Meanwhile, the company acknowledges that the results of the work produced by each employee are in the good category.

Respondents' responses in the compensation variable, namely that the company provides a salary in accordance with the contract, is in the good category. Whereas companies provide adequate wages in accordance with completed work, companies do not always provide incentives or bonuses to employees who can complete work beyond the targets set by the company, the company does not provide various benefits (such as health benefits, work safety benefits and pension benefits), the company does not provide career paths or promotion opportunities for outstanding employees and the company does not provide work facilities that make it easier for employees in the form of employee pick-up facilities, which are categorized as quite good.

The respondent's response in the employee performance variable is that the employee is sufficiently able to produce work results in accordance with the standards set by the company, the employee is sufficiently able to complete the work according to the targets set by the company, the employee is sufficiently able to complete the work according to the time that has been determined by the company, employees do not always obey the rules regarding attendance and tardiness is included in the high enough category. Meanwhile, employees are always careful and thorough when they are working, employees can use their work time effectively, employees are able to work with fellow division employees and employees are able to work with employees in other divisions, including in the high category.

Multiple Linear Regression Analysis
Table 2. Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	0,664	0,439	
Motivasi Kerja	0,379	0,100	0,370
Kompensasi	0,474	0,101	0,458

Source: Data Processing (2019)

From Table 2, each variable can be interpreted as follows:

a. A constant of 0.664 states that if there is no change in work motivation and compensation, then the employee's performance at PT. A of 0.664.

b. Work motivation (variable X1) has a positive value of 0.379. This means that an increase in work motivation will increase the performance of employees at PT. A of 0.379.

c. Compensation (Variable X2) has a positive value of 0.474. This means that an increase in compensation will improve the performance of employees at PT. A of 0.474.

Table 3. Partial Correlation Coefficient Analysis

		Motivasi Kerja	Kompensasi	Kinerja Karyawan
Motivasi Kerja	Pearson Correlation	1	0,375**	0,542**
	Sig. (2-tailed)		0,002	0,000
	N	67	67	67
Kompensasi	Pearson Correlation	0,375**	1	0,597**
	Sig. (2-tailed)	0,002		0,000
	N	67	67	67
Kinerja Karyawan	Pearson Correlation	0,542**	0,597**	1
	Sig. (2-tailed)	0,000	0,000	
	N	67	67	67

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processing (2019)

Based on the results of the calculation of the correlation coefficient in Table 3, the results of the correlation coefficient of work motivation (X1) on employee performance (Y) at PT. A is equal to 0.542, while the results of the compensation correlation coefficient (X2) on employee performance (Y) at PT. A, namely 0.597. The conclusion is statistically, there is a strong enough relationship between work motivation (X1) and employee performance (Y) at PT. A and there is a strong enough relationship between compensation (X2) and employee performance (Y) at PT. A.

Table 4. Simultaneous Correlation Coefficient Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,688 ^a	0,474	0,457	0,48699

a. Predictors: (Constant), Kompensasi, Motivasi_Kerja

Source: Data Processing (2019)

Based on Table 4 above, it can be seen that the correlation coefficient value obtained between work motivation (X1) and compensation (X2) on employee performance

(Y) at PT. A, namely 0.688. The correlation value is positive, which indicates that the relationship between the independent variable and the dependent variable is unidirectional, where the better the work motivation of the employees and the higher the compensation provided by the company, the employee's performance will also increase. Based on the strong relationship category, in the interval 0.60 - 0.799.

The R square value is 0.474 or 47.4%. meaning that simultaneously the influence (contribution) between work motivation (X1) and compensation (X2) and on employee performance (Y) at PT. A collectively amounted to 47.4% while the remaining 52.6% was influenced by other variables not examined in this study.

Uji t

Source: Data Processing (2019)

Table 5. T Test

Model	t	Sig.
Motivasi Kerja	3,782	0,000
Kompensasi	4,686	0,000

a. Dependent Variable: Kinerja Karyawan

From Table 5 above, it can be seen that the t-value of work motivation variable(X1) is 3,782> t-table 1,998, so it can be concluded that there is a significant influence between work motivation (X1) on employee performance (Y) and the tcount of compensation variables (X2). amounting to 4.686> t-table 1.998 so it can be concluded that there is a significant influence between compensation on employee performance (Y).

5. CONCLUSION

6.

Research on work motivation and compensation to support employee performance at PT.A that has been done and has been described in the previous chapter, the following conclusions can be drawn:

3. Work motivation and compensation at PT. A can be said to be quite good, while the performance of

employees at PT. A is rated quite high.

4. Work motivation has an influence on employee performance at PT. A and workmotivation have a strong enough relationship with employee performance at PT. A.

5. Compensation has an influence on employee performance at PT. A and compensation have a strong enough relationship with employee performance at PT. A.

7. Suggestion

Based on the research that has been done, there are several suggestions that can be used as input and consideration for the progress of the company. The suggestions put forward include:

1. Work motivation possessed by employees of PT. A can be improved in a way, the company provides remuneration in accordance with the promised time or the time in accordance with the agreement because employees who do not get remuneration in accordance with the time will reduce employee motivation in completing the work provided by the company.

2. Compensation provided by PT. A can be improved by increasing the provision of direct compensation, namely the company offers a wage increase that can increase employee morale, for example the wages earned by employees will increase along with the length of their work or provide a wage increase for employees with good performance who are believed to be able to work. increase the desire of employees to work even harder.

3. Employee performance at PT. A can be improved in a way, companies provide bonuses or promotions to employees who excel and employees who can produce work according to the target even more because it will increase employee morale to achieve the targets set by the company.

4. With the research on work motivation, compensation and employee performance at PT. A, it is hoped that superiors can establish effective communication to make it easier for employees who want to communicate with superiors. Employees must be given space (but still not excessively). Providing space to communicate will make employees feel valued by their superiors.

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