Increasing Employee's Work Performance through Compensation and Work Motivation

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Abstract: *The increasing of employee's work motivation may influence their work performance positively. The existence of employee's work motivation supports all activities because employee's will work more productive whether the employee's need has been fulfilled. This study aims to analyze the influence of compensation toward motivation and employee's work performance in PT Graha Duta regional V East Java, Bali and Southeast Nusa. This study uses descriptive research method. The participant of this study is 110 employees of PT Graha Duta. Further, this study creates hypotheses that will support the validity of this research result. The result shows that compensation affect positively toward employee's work motivation in PT Graha Duta regional V East Java, Bali and Southeast Nusa. Besides, the higher employee's work motivation, the more positive it influence employee's performance.*
Keywords: *Compensation system, Work motivation and employee's performance.*

I.   Introduction

One of resources determining a company's success is human resources. It is because human resource is an independent production while others are dependent production. This independence is due to human's dominant influence toward other production factors. Hence, a company should take care of human resource well in order to improve the company's quality and development. Employee's high work motivation will positively influence company's performance. The fulfillment of employee's need will stimulate their better productivity.

According to Handoko (2012), compensation is all things received by employees as their work reward. Further, Dessler (2012) stated that compensation is all forms of payment to employees. This statement is supported by Hasibuan (2016) who mentioned that compensation is all employee's income, including: money and things as company's reward for their work. Based on the definition of compensation previously explained, it can be concluded that compensation, in all forms, is important factor to maintain employees.

Sulistiyani and Rosidah (2009) explained that motivating employees is needed to achieve an organization's goal optimally. Maslow's theory in Reksohadiprojo and Handoko (2012) implied that someone needs to fulfill others' necessity to motivate them. This theory is created because people will fulfill their physiological need before directing to fulfill higher necessity fulfillment. A study conducted by Ghifari (2017) showed that financial and non financial compensation positively influence toward employee's work performance through motivation. This statement is based on Ministry of Religious Affairs regulation No. 46, 2004. furthermore, Damayanti (2013) supported the concept of compensation and motivation influence toward employee's work performance.

According to Rivai and Basri (2013), work performance is someone's success wholly during certain period in doing their duties, including: work result, target or job criteria. This shows that employee's achievement in a company is measured from their work result. Alike Wibowo's research (2013), work performance is about doing and achieving job. Yani (2016) explained that work performance is affected by human capital and reward for employees. Then, Rumpak (2016) also mentioned that there is significant influence between motivation and work performance of employees.

Based on the explanation above, this study identified whether (1) the compensation influence employee's work motivation of PT. Graha Sarana Duta Jember, and (2) the work motivation influence employee's work performance in PT. Graha Sarana duta Jember. Thus, this study aims to identify the influence of the influence of

compensation toward motivation and employee's work performance in PT Graha Duta regional V East Java, Bali and Southeast Nusa, a company of maintaining and protecting office building.

II.   Literature Review

a. Compensation

Compensation can be financial form, including: fee, salary, commission and subsidy. Additionally, there are some companies that apply non financial compensation, including: reward, chance and promotion. Basically, there are three fundamental theories of job compensation, as followed:
1. Theory of economical market compensation: This theory is created based on price or negotiation between employees and company's managerial staff.
2. Theory of life standard compensation: this theory is compensation system where salary is determined based on life standard of the employees.
3. Theory of ability of payment: this theory is dedicating to employees' salary which is determined by considering employees' need and company's income.

Compensation plays an important role because it includes the importance of company, employees or government.

a. Motivation

Basically, motivation is divided into two categories, are: positive and negative motivation. Positive motivation is a process of persuading other people to do what someone wants them to do. Technically, this motivation is given through rewards such money or other forms of it. Meanwhile, negative motivation is given through treats. Motivation is extremely needed for every individual. A job worked with motivation will stimulate strong spirit so that his/her work will produce satisfaction. Each person has different work motivation which is generally based on each of own necessity.

According to Martoyo (2011), managers have their own point of views concerning work motivation, which is then named as motivation models. There are three categories of motivation models, such as:
1. Traditional Model

In this traditional model, managers encourage or motivate the employees by giving rewards in the form of increasing salary. This means that if they work diligently and actively, their wages will be raised. This view assumes that employees are basically lazy and can be reinstated only in financial terms. However, managers are increasingly reducing the amount of benefits.
2. Humanity Relation Model

In the human relations model, managers place more emphasis on the "social contact" factor experienced by the worker than the reward factor as suggested by the traditional model. This means, satisfaction in the work of employees must be improved among others by giving more freedom to employees to make decisions in carrying out their work.
3. Human Resource Model

The managers argue diverse job satisfaction . An important motivation for employees according to this model is the development of shared responsibilities to achieve organizational goals, wherever their interests and abilities are.

b. Performance

According to Mangkunegara (2012), performance is the result of work in quality and quantity achieved by an employee in performing their duties based on the responsibilities. So, performance is the result or output of a process. Output is derived from employee work, called employee's performance. Further, Hasibuan (2016) stated that performance as a work achieved by a person in carrying out the tasks assigned to him based on the skills, experience and seriousness of time.

Based on the above description, it can be concluded that the performance is the work obtained by employees to achieve the goal of the fulfillment of certain tasks based on the size of the applicable within the time set by the company.

Corporate leaders are well aware of the difference in performance between one employee and another under his supervision even though employees work in the same place but different productivity. According to Mangkunegara (2012), there are three sets of variables that affect behavior and performance, such as: individual variables, organizational variables and psychological variables.

c. ***The influence of Compensation toward Motivation***

To create employee's motivation for the company, the leader must effort to maintain the employees in the company. By feeling the same fate of progress and setbacks can also be felt by employees as follows:

a.   Salary or compensation received
b.   Work faced.
c.   Existing promotional opportunities.
d.   Supervision
e.   Children

Giving rewards or compensation is basically an effort to require a sense of satisfaction and loyalty in work. According to Nawawi (2011), compensation is divided into three types:

a.   Compensation Direct (Direct Compensation)
b.   Indirect compensation (Indirect Compensation)
c.   Incentive

Hypothesis

Based on the problem offered in this study, the hypotheses in this study are formulated as below:

H1: Salary affects employee performance.
H2: Benefits affect employee performance.
H3: Bonus affects employee performance.
H4: Salary affects employee work motivation.
H5: Benefits affect employee work motivation.
H6: Bonus affects employee work motivation.
H7: Work motivation affects employee performance.

III.   Methodology

This study uses descriptive method. According to Umar (2013), this method aims to describe the character of a research and to investigate the causes of a case. The data of this study is divided into two types, primary and secondary data. The source of the primary data is the research respondent. Meanwhile, the secondary data is from other previous studies related to the case brought in this study. The population in this study is the 110 employees in PT Graha Sarana Duta Jember.

a. Instrument Testing

Validity test

Data validity test aims to explore the validity of data from the questionnaires. This is done by counting the correlation of each question with the following formula (Umar, 2003):

$$r_{xy} = \frac{n(\sum xy) - (\sum X)(\sum Y)}{\sqrt{n \sum X^2 - (\sum X)^2 n \sum Y^2 - (\sum Y)^2}}$$

Note:
r = correlation co efficiency
x = independent free variable score
y = dependent variable score
n = respondent total

The determination of result (Santoso, 2012) is as followed:

a. If *r result* is positive and *r result > r table,* so the variable is valid
b. Ir *r result* is positive and *r result < r table,* so the variable is not valid
c. If *r result > r table* but double negative, so the Ho is still rejected

Reliability test

The test of measurement toll in this study applies Alpha model (α) using Cronbach (Nasution, 2011), as below formula:

$$\alpha = \frac{kr}{1 + (k-1)}$$

Note:

α = reliability co efficiency

r = the co efficiency of correlation average among variable

k = the amount of independent variable equality

Table 1: the relation of questions number and instrument reliability

Questions number	Reliability
5	0.20
10	0.33
20	0.50
40	0.67
80	0.80
160	0.89
320	0.94
640	0.97

Source: Ebel and Frisbie (1991)

The determination of reliability test is as followed:

a. If α score > 0.20. so all reliable questions are fair

b. If α score < 0.20. so all reliable questions are not fair

The analysis applies *The Structural Equation Model* (SEM) with AMOS program. It is statistical techniques to test relative relation simultaneously. This model may be possible to give dimensional answer for the research.

IV. Result

a. Validity and reliability test

Data are said to be valid if the factor loading from variable's indicator has more than 0.50 score (Ghozali, 2005). validity test is conducted to observe which indicator is fair to represent the construct on this research. The test is by analyzing confirmatory factor on each variable with 0.50 score of loading factor (λ). the validity test result is explained detail in below table.

Table 2: Validity test result

Variabel	Indikator	Loading Factor	Keterangan
Gaji (X1)	X11	0.635	Valid
	X12	0.708	
	X13	0.793	
	X14	0.571	
Tunjangan (X2)	X21	0.541	Valid
	X22	0.831	
	X23	0.872	
	X24	0.625	
Bonus (X3)	X31	0.765	Valid
	X32	0.798	
	X33	0.591	
Motivasi (Z)	Z1	0.583	Valid
	Z2	0.810	
	Z3	0.636	
	Z4	0.580	
	Z5	0.560	
Performance (Y)	Y1	0.674	Valid

Y2	0.551	
Y3	0.589	
Y4	0.544	
Y5	0.702	
Y6	0.567	

Based on the loading factor above, the construct has clear validity from loading factor (λ) of each variable indicator that the construct score is ≥ 0.05. Therefore, the indicator used to measure the construct is valid and fair to be applied in this study.

Instrument is considered reliable if the measurement gives different result in the re-measurement. In this case, the measurement applies composite with cut off score is 0.7 minimal (Ghozali, 2008). The measurement applies the following formula.

$$\text{Reliability Construct} = \frac{(\text{numbers of standard loading})^2}{(\text{numbers of standard loading})^2 + \text{number of } error\ measurement.}$$

$$CR = \frac{(\Sigma \lambda)2}{(\Sigma \lambda)2 + (\Sigma(1-\lambda2))}$$

Then, the result of the reliability test can be seen in below table 3 and table 4 , as followed:

Table 3: result of reliability test

NO	Variable	Indicator	Loading Factor (λ)	λ2	1-λ2	Construct Reliability	Note
1	Salary	X11	0.635	0.403	0.597	0.774	Reliable
		X12	0.708	0.501	0.499		
		X13	0.793	0.629	0.371		
		X14	0.571	0.326	0.674		
		Total	2.707		2.141		
2	Subsidy	X21	0.541	0.293	0.707	0.815	Reliable
		X22	0.831	0.691	0.309		
		X23	0.872	0.760	0.240		
		X24	0.625	0.391	0.609		
		Total	2.869		1.866		

Table 4: reliability test result (2)

NO	Variable	Indicator	Loading Factor (λ)	λ2	1-λ2	Construct Reliability	Note
3	Bonus	X31	0.765	0.585	0.415	0.765	Reliable
		X32	0.798	0.637	0.363		
		X33	0.591	0.349	0.651		
		Total	2,154		1,429		
4	Motivation	Z1	0.583	0.340	0.660	0.773	Reliable
		Z2	0.810	0.656	0.344		
		Z3	0.636	0.404	0.596		
		Z4	0.580	0.336	0.664		
		Z5	0.560	0.314	0.686		
		Total	3.169		2.950		
5	Performance	Y1	0.674	0.454	0.546	0.777	Reliable
		Y2	0.551	0.304	0.696		
		Y3	0.589	0.347	0.653		
		Y4	0.544	0.296	0.704		

		Y5	0.702	0.493	0.507		
		Y6	0.567	0.321	0.679		
		Total	9.223		3.226		

Based on the result of reliability test above, it is known that the score of reliability construct in each variable is ≥ 0.70. it means that, the indicators used to measure the variable are fair and acceptable to identify a case. After those two test above, there be conducted a model test to observe whether the requirements of modeling.

Compatibility Model test

Table 5: good of fix index

No	Criteria	Cut off score	Test result	Note
1	X² Chi Square table	≥ Chi Square count	115.2	Good
2	Sig,prob	≥ 0.05	0.628	Good
3	RMSEA	≤ 0.08	0.063	Good
4	GFI	≥ 0.90	0.963	Good
5	AGFI	≥ 0.90	0.940	Good
6	CMIN/DF	≤ 2.00	1.704	Good
7	TLI	≥ 0.95	0.995	Good
8	CFI	≥ 0.95	0.958	Good

Based on the goodness of fit index criteria above, all criteria has compatibility which means that all models are acceptable and valid. Thus, empirical model displayed in estimate value, standardized solution and t value has compatibility with the theoretical model which then continued by equality structure test.

Causality test

Table 6: result of causality test

Influence			Estimate	S,E	C,R	P	Label
MOTIVATION	<---	SALARY	0,753	0,105	5,368	***	par_18
MOTIVATION	<---	SUBSIDY	0,724	0,117	5,266	***	par_19
MOTIVATION	<---	BONUS	0,529	0,058	4,506	0,003	par_20
PERFORMANCE	<---	MOTIVATION	0,669	0,167	3,210	0,007	par_21
PERFORMANCE	<---	SALARY	0,812	0,055	5,249	0,004	par_22
PERFORMANCE	<---	SUBSIDY	0,618	0,066	4,220	0,006	par_23
PERFORMANCE	<---	BONUS	0,531	0,026	4,289	0,007	par_24

Based on the results of causality test, it appears that the effect of salary on motivation has a probability value of 0.000 and the value of C.R is above 1.96. The test results prove that there is positive and significant influence of salary and allowances toward motivation so that the first and second hypothesis is accepted. For causal relation of bonus variable to motivation, motivation to performance, salary to performance, performance to performance, and bonus to each performance have error probability value that is below 0.05 with value of C.R above 1.96. It means there is positive and marginal influence from each of these causal relationships and accept the third, fourth, fifth, sixth and seventh hypothesis. This indicates that all hypotheses in this study are acceptable.

V. Discussion

The Effect of Salary toward Performance

The result of causality test stated that salary has a significant effect to employee's performance of PT. Graha Sarana Duta (Telkom Group). It can be seen from the path coefficient and positive CR with path coefficient value for salary to motivation is equal to 0.812 and value of CR generated equal to 5.249. It also obtained probability whose value is smaller than level of significance 0.05 that may be 0.004. This may explain that the salary variable (X1) directly affects employee's performance (Y). The direct influence of performance is affected by high salary is 81.2% which means the higher salary the better employee's performance, 81.2% and vice versa. These results accept the first research hypothesis and support the theory review proposed by Martoyo (2011) in which

salaries have important functions and objectives for the company because its function to allocate and to use human resources effectively and efficiently, to promote stabilization and economic growth, to meet employee needs, to enable employee's productivity, to link remuneration with corporate financial success, and to maintain balance and equity of wages and salaries to employees.

The Influence subsidy of Toward Performance

The result of causality test stated that the subsidy has a significant effect to the employee performance of PT. Graha Sarana Duta (Telkom Group). It can be seen from path coefficient and positive CR with path coefficient value for subsidy to performance is equal to 0.618 and value of CR generated equal to 4.220. It obtained probability whose value is smaller than level of significance 0.05 that probability value is 0.006. This may explain that the variable allowance (X2) directly affects employee performance (Y). The direct influence of performance influenced by the big benefit of influence is 61.8% which means if allowance is improved so employee's performance will increase 61.8% and vice versa. This result accepts the second research hypothesis and supports the theoretical study put forward by Wungu (2012) where the benefits will increase employee morale so that employees will feel in a social climate of togetherness, which certainly has a positive effect on the creation of team work. Benefits are also one form of service to employees in the sense that giving allowances can maintain employee's motivation

Effect of Bonus toward Performance

The results of causality test mentions that bonuses have a significant effect on employee's performance in PT. Graha Sarana Duta (Telkom Group). It can be seen from the path coefficient and positive CR with coefficient value of the path for bonus variable to performance is equal to 0.531 and value of CR generated equal to 4.289. It obtained the probability that the value is smaller than the significance level of 0.05, the probability value is 0.007. This may explain that the bonus variable (X3) directly affects the employee's performance (Y). The direct influence of performance influenced by big bonus influence is 53,1% which means the better bonus the better employee's performance, 53,1% and vice versa. This result accepts the third research hypothesis and supports the theoretical review proposed by Heidjrahman (2012) where bonuses increase work productivity by working with all capabilities, working more creatively, working with production factors efficiently and as effectively as possible, and working together activity group.

Effect of Salary toward Motivation

The causality test result mentions that salary also has a significant effect to employee's motivation. It is seen from path coefficient and positive CR with path coefficient value for variable of salary to motivation is equal to 0.753 and value of CR generated equal to 5.368. It obtained probability which value is smaller than level of significance 0.05 that probability value is 0.000. This may explain that the salary variable (X1) directly affects work motivation (Z). The direct influence of motivation influenced by high salary is 75.3% which means the higher salary the higher motivation, 75,3% and vice versa. This result accepts the fourth research hypothesis and supports the theoretical study presented by Simamora (2014) where salary levels are the most important thing for companies because they influence the organization's ability to attract and to retain competent employees, whereby a healthy salary rate policy is expected to achieve its objectives.

Influence Allowance toward Motivation

The result of causality test stated that the allowance has significant effect to work motivation. It can be seen from path coefficient and positive CR with path coefficient value for variable of allowance to motivation is equal to 0.724 and value of CR generated equal to 5.266. It obtained probability whose value is smaller than level of significance 0.05 that probability value is 0.000. This may explain that the variable allowance (X2) directly affects work motivation (Z). The direct influence of motivation influenced by the big benefit of its influence is 72,4% which means if allowance is increased, motivation of employee will also increase 72,4% and vice versa. This result accepts the fifth research hypothesis and supports the theoretical study put forward by Wungu (2012) in which the benefits will increase employee morale so that employees will feel in a full social climate, which certainly positively affects the creation of team work. Benefits are also one form of service to employees in the sense that giving allowances can maintain employee motivation so that it can work effectively.

Bonus Effect toward Motivation

The results of causality test mentions that bonuses have a significant effect toward employee's work motivation. It can be seen from path coefficient and positive CR with path coefficient value for bonus variable to motivation is equal to 0.529 and value of CR generated equal to 4.506. It also obtained probability which value is smaller than level of significance 0.05 that probability value is 0.003. This may explain that the bonus variable (X3) directly affects work motivation (Z). The direct influence of motivation influenced by big bonus is 52,9% which means if bonus is improved so employee's motivation will increase 52,9% and vice versa. This result accepts the sixth research hypothesis and supports the theoretical study put forward by Siagian (2013) where bonuses are the incentives given by the capable employees in such a way that the standard production rate is exceeded. Giving bonuses is an incentive and is one aspect to better utilize workers more effectively. However, the different human factors of desire and the needs of one with another need to be motivated in such a way as to actively provide its participation in its business activities for common purposes.

Effect of Motivation on Performance

The result of causality test stated that motivation has significant effect to employee performance of PT. Graha Sarana Duta (Telkom Group). It can be seen from path coefficient and positive CR with path coefficient value for variable of motivation to performance is equal to 0.669 and value of CR generated equal to 3.210 that also obtained probability whose value is smaller than level of significance 0.05 in which probability value is 0.007. This may explain that the motivation variable (Z) directly affects the performance (Y). The direct influence of performance influenced by the big motivation is 66,9% which means if motivation is improved then employee's performance will increase 66,9% and vice versa. This result accepts the seventh research hypothesis and supports the theoretical study proposed by Sulistiyani (2009) where motivation is the process of giving encouragement to the subordinates of the subordinates to work in line with the constraints given in order to achieve the optimal organizational goals. Understanding the process of encouragement is a series of activities that must be passed or done to foster encouragement to employees to work in line with organizational goals.

VI. Conclusion

This study provides empirical evidence on the effect of compensation toward employee's performance through motivation in PT Graha Sarana Duta . In fact, the result of each test toward the research variable shows positive result. In addition, all hypotheses of this study are acceptable which then facilitate the description of the summary. Thus, this study can be summarized that all compensation indicators affect positively toward employees' work motivation which later influence their work performance.

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