

Do High-Performance Employee Influenced Work Motivation And Compensation In A Corporations?

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Abstract.

Companies depend more on their workforce than just suitable facilities and advanced equipment to achieve their goals. To achieve organizational goals, human resources - particularly employees - play an important role. This study aims to explain how the relationship between work motivation, compensation, and employee performance; how these factors affect employee performance; and which component has the most influence on employee performance. A total of 35 employees were involved in this study. The method used was the total sampling method. To collect information, surveys and interviews were conducted. Scale range and multiple linear regression were used as analytical techniques to assess and validate the research hypotheses. Employee performance has a positive impact on the company. The same results also show that work motivation and compensation have an effect on the success of the company, employee performance increases when incentives and work motivation are improved. This implies that work motivation and compensation have a positive influence on employee performance.

Keywords: Job motivation, compensation, and employee performance.

I. INTRODUCTION

The success of an organization in achieving its goals cannot be separated from the human resource factor. Human resources are very strategic in the organization, meaning that humans play a very important role in carrying out activities to achieve goals. For this reason, existence depends on the human resource factors owned by the organization or company. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possible standards of work results, targets or goals or criteria that are determined in advance and have been agreed upon [1] therefore employee performance will run effectively if supported by the work environment, work discipline and work motivation. Various ways can be done by companies to attract employee intentions to show optimal performance and work results, one of which is by fulfilling aspects of motivation. The fulfillment of motivation is closely related to personnel or superiors, they are expected to immediately realize what might have the potential for employee morale, so that they are motivated in carrying out their work. There have been many empirical studies that describe that if the provision of motivation to employees is less effective, it will have a direct impact on the performance of employees. Motivation can be said to be a factor that encourages a person to carry out a certain activity, therefore motivation is often defined as a factor driving a person's behavior [2]. People who are used to being motivated or driven to work in a certain position feel that they will get rewards. Motivated to work is to motivate an employee who is needed and the conditions are the ability to work and the willingness to work. Employee performance is of course inseparable from the compensation system, monitoring or monitoring and evaluation of work at the end of each predetermined period, for example at the end of the year.

However, this does not mean that with the implementation of the system, employees or staff are only oriented towards work results. Compensation can be said to be a reward that employees receive from their company as a result of the services or energy they have given to the company [3] Compensation is also a reward given by the company either directly or indirectly, financially or non-financially that is fair to employees for their contribution in achieving organizational goals, so that compensation is needed by the company to improve employee performance. The forms of financial compensation are salaries, wages, allowances and incentives. As for non-financial compensation is the variety of tasks, task identification,

pleasant coworkers, working conditions and the provision of appropriate status. Motivation and compensation provided will affect employee work productivity, because indirectly the company can provide work enthusiasm to employees so that employee morale increases. The direction of decisions taken by the company will create mutually beneficial cooperation between the company and employees to achieve predetermined goals. This statement is based on a number of studies that investigate the relationship and influence of motivation, financial compensation, and employee performance [4]. Many studies have analyzed the relationship between these three variables, but there are still cases of decreased employee performance. Research by Nurwadi et al [4] states that there is an influence resulting from motivation and compensation on employee performance. In addition, between the two independent variables, organizational commitment strengthens the resulting influence between motivation and compensation on employee performance. Another study with similar results is from Fernos & Wipi [5], through path analysis, it is known that motivation and compensation have a positive and significant effect on employee performance.

However, there is research with slightly different results, namely from Rizal et al [6]. Through SEM (Structural Equation Model) analysis, it is known that compensation affects motivation and organizational commitment, but there is no influence between motivation and employee performance. The results of their research reveal that compensation cannot directly contribute to improving employee performance, and motivation strengthens the resulting influence between compensation and employee performance. Compensation is not the only thing that companies need to pay attention to in order to improve employee performance, but companies must pay attention to motivational factors. Employees can carry out their duties to the maximum, among others, determined by the motivation that encourages employees to work diligently and the discipline applied so that company goals can be achieved. The phenomenon that often occurs lately is that the performance of a company that was previously good has now decreased. This condition is often caused by the employees themselves who assess that what they get is not in accordance with what is expected by employees, which then causes employee morale to decrease, employee performance also decreases, and has an impact on the decreasing contract value. The Village Unit Cooperative is the target of this investigation, which is located in Malang. Observations of researchers there are several phenomena of employee performance problems, namely of employee performance has often declined. The company applies a target system for employees. The company measures employee performance by how many customers the employees win in the field. However, employees rarely meet the target set by the company for the number of customers to be won. Another phenomenon that the researchers found is the problem that employees often submit their work reports too late.

The report should be picked up every first week at the beginning of the month, but employees do not turn it in on time. It is not uncommon for supervisors to reprimand the late submission of the report. This information comes from the researcher's questions and answers to the manager. In this case, punctuality is required because the late submission of the reports may result in other things not being completed on time. In the Village Unit Cooperative itself, an agency whose task is to assist economic activities in the village economy and assist farmers in preparing their agricultural facilities. To maintain the existence of the company, various efforts are directed including motivation and compensation that is fair and reasonable, and evenly distributed according to the ability of its employees to work as optimally as possible to produce good work productivity. Employee performance is very influential on the success of a company, with the performance of employees in accordance with what is expected by the company, the company will run optimally. Employee performance is also influenced by several variables, namely motivation and compensation [7]. Researchers formulate a hypothesis based on employee performance which is influenced by 2 variables, namely motivation and compensation, which affect employee performance. This condition shows that with the better Motivation and Compensation, it can support employee performance to be better [8]. Based on relevant theories, empirical studies, and existing phenomena, I intend to conduct similar research. The purpose of this study is to examine the relationship between employee performance and job motivation and remuneration. There are many studies that reveal how work motivation and compensation undoubtedly affect employee performance. Diah, Fauzi, Putri Aprillia, Handoko, Nabila, & Anjani [9] reported that work motivation and compensation make a positive and significant contribution to employee

performance. The results of this study are in line with Novita research [10] which explains that motivation has a positive impact on employee performance. In addition, Muslimat research [11] states that the results of the study indicate that work motivation and compensation can have a positive effect on company performance in improving the company's desired results.

Research conducted by Diah et al [9] and Fauzan [12] explains that work motivation and employee compensation need to be done selectively in supporting company performance. Therefore, this description highlights how employee performance is disrupted by the way work motivation and compensation from the company. Then, it will be interesting to uncover how these two factors are used in companies, where the fulfillment of work motivation and compensation is at stake in meeting demands; whether this research will support or reject previous findings. Work motivation is the driving force that makes employees work well and in accordance with company goals. Providing motivation from the company will affect the performance produced by employees, so providing motivation has an important role in improving effective performance. The results conducted by Alamri [13], compensation is compensation for acceptance because someone has given or contributed energy, ideas to the company. Nehra [14] states that compensation is everything that the company gives to workers in exchange for services provided, including financial and non-economic aspects [15]. Aman-Ullah, Aziz, Ibrahim, Mehmood, and Aman-Ullah [16] said that work motivation for companies with low productivity is very important. Without the motivation of the staff to work together for the benefit of the company, the goals that have been set will not be achieved [17]. Conversely, it guarantees the successful achievement of the goals of a highly motivated company. According to Quansah, Zhu, and Obeng [18], work motivation is working harder, using all abilities and skills, motivating subordinates and developing and achieving company goals. The research findings of Quansah et al [18] show that motivation has a significant effect on work discipline. The results of Rachman and Istiqamah research [19] show that motivation has a significant influence on the field of employee work discipline. Research on the relationship between compensation and employee performance has been conducted by Chen and Cuervo [20], which explains that compensation can have a significant effect on employee performance. So, the hypothesis states that:

H¹: Work motivation and compensation partially affect performance

The compensation system applied to the organization; it is suspected that there are other factors that affect employee performance. one of them is the work motivation factor contained in employees. These results are also presented by research conducted by Pareek and Sahu [21] which states that motivation and compensation can significantly influence employee performance. There have been many studies involving work motivation, compensation, and employee performance. The research compares the influence of the two independent variables on employee performance has the same results. Research conducted by Hasyim, Kamase & Serang [22] states that the resulting influence score between compensation on performance is higher than motivation on performance. So, the hypothesis is as follows:

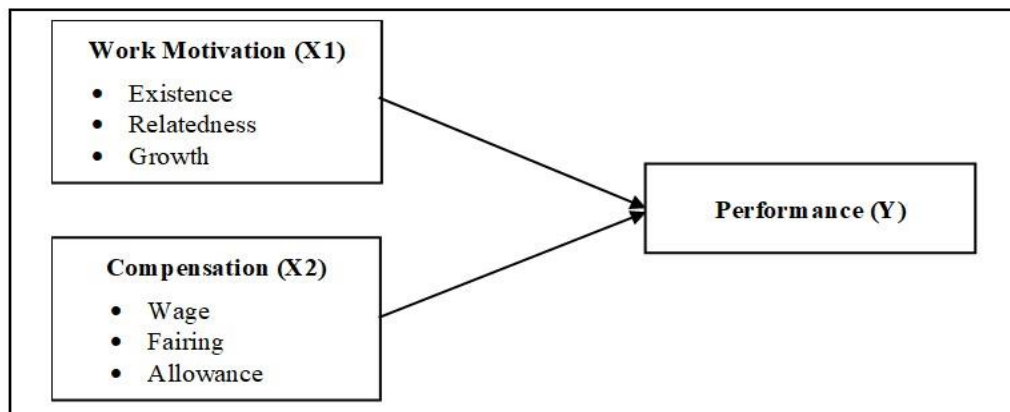
H²: Motivation and compensation simultaneously affect employee performance.

II. METHODS

The research design used in this study is an associative research design that aims to determine the relationship between two or more variables, with this research a theory can be formulated to explain a million proofs. This research is classified as quantitative research, because it uses a questionnaire with a Likert scale as a data collection strategy. The questionnaire assesses work motivation and compensation on employee performance, each statement has a weighted value that leads to an assessment of the item. This study uses a total sample technique from the number of respondents in the Village Unit Cooperative. The reason for taking total sampling is because according to [23], the population of less than 100 the entire population is used as a research sample. Data analysis uses descriptive analysis, which is used to describe work motivation and compensation and employee performance gradation responses [24]. Before entering the main analysis, validity and reliability tests were first carried out to obtain normal data feasibility. The data is then analyzed using multiple regression, this is done because it has more than 2 variables [25]. In this case, the independent variables are work motivation and compensation processes, while employee performance

serves as the dependent variable. The framework can be applied to help the research's planned stream of thinking. As shown in the accompanying figure, a conceptual model or theoretical framework may be created based on the literature review that was conducted:

Fig 1. Conceptual Framework



III. RESULT AND DISCUSSION

The description of the analysis in this study is used to determine the distribution of respondents' responses from the statements submitted in the questionnaire. The explanation of the results of the description of the analysis will be divided into three parts, namely the statement of work motivation variables, compensation and employee performance variables. The following table informs about the responses to the work motivation and compensation questionnaires. To be more reliable, this variable is divided into several indicators, namely existence, relatedness and growth indicators. While the compensation indicator is divided into 3 parts, namely wage, fairing and allowance. These indicators are formed in 8 questions with five alternative answers from strongly agree, agree, neutral, disagree, and strongly disagree. Each alternative has a weighted value from 5 to 1. Furthermore, the answers to questions regarding work motivation and compensation are summed up and converted into a scale range that refers to Sugiyono's formula [26], this helps in making a clear interpretation of the total score obtained from respondents' answers. Thus, the results of the analysis are explained as follows:

Table 1. Analysis of Work Motivation (X1)

Item	SS	S	N	TS	STS	Scale Score	Information
(X _{1,1})	11	12	8	2	2	133	high
(X _{1,2})	5	12	9	5	4	114	moderate
(X _{1,3})	9	12	9	3	2	128	high
(X _{1,4})	1	4	8	14	8	81	Low
Mean						114	Moderate

Source: data processed, 2023

The scale range analysis's findings indicate that the corporation has properly addressed work motivation. This is demonstrated by the scale range's value, which is 114 and is deemed sufficient. These findings demonstrate that fulfilling the existence, relatedness, and growth aspects is the foundation of effective job motivation. According to this rule, employee performance would rise the greater the job motivation provided to them. The findings of this study corroborate earlier research by Ghosh, Sekiguchi and Fujimoto [27] dan Ashraf [28], which concluded that the fulfillment of work motivation provides a positive reaction to employee performance. Similar to the explanation above, the compensation variable is also broken down into several indicators. The statements are built based on wage, fairing and allowance, each of which is translated into four statements. The highest answer lies in the choice of strongly agree, which is then followed by the answers agree, moderately, disagree, and strongly disagree. Respondents' answers lead to criteria for assessing how high to low compensation is. To make it easier to understand, the following is a tabulation of employee answers to questions representing employees.

Table 2. Results of a Compensation Analysis (X2)

Item	SS	S	N	TS	STS	Scale Score	Information
(X _{2,1})	7	13	7	6	2	122	good
(X _{2,2})	1	5	4	13	12	75	not good
(X _{2,3})	4	11	9	7	4	109	Moderate
(X _{2,4})	8	14	8	3	2	128	Good
Mean						108,5	Moderate

Source: data processed, 2023

Overall, the implementation of compensation is categorized as quite good. This conclusion is based on the average compensation score which reached 108.5. These results can be interpreted that salaries are given quite well, bonuses are given quite well, and benefits are also applied quite well. Research by Jaiswal, Gupta, and Tiwari [29]; Kumar [30], explains that providing good compensation to employees will have an impact on improving employee performance.

Table 3. Results of the Employee Performance Analysis (Y)

Item	SS	S	N	TS	STS	Scale Score	Information
(Y ₁)	2	3	12	8	10	84	Low
(Y ₂)	6	9	7	7	6	107	Moderate
Mean						95,5	Moderate

Source: data processed, 2023

The performance displayed by the Village Unit Cooperative's staff is adequate. This result is based on the fact that the average score for staff performance is 95.5. According to this idea, employee performance is pretty good since both the amount of work and the utilization of time are in line with the regulations. These findings demonstrate that the provision of work incentive and pay made by the firm has an impact on excellent performance [31]. The three factors -- employee performance, pay, and incentive at work -- have produced enough outcomes. This outcome indicates that while the accomplishment and implementation of the three are neither too good nor too terrible, it is still important to take action to ensure that the goals of motivation, compensation, and execution. Chen and Cuervo [20], claims that if a corporation balances the provision of job incentive and reward with the fulfillment of employee performance, then employee performance will grow. Multiple linear regression tests are utilized since the analyses' findings indicated that this research would also disclose how the three variables interacted. Finding the impact of the independent variable on the dependent variable is the goal of the multiple linear regression test. This study makes predictions about how much salary and job motivation will affect how well Village Unit Cooperative employees perform. The IBM SPSS Version 25 software application is used for this test. The findings of the multiple linear regression test will be summarized in Table 4.

Table 4. Results of a Multiple Linear Regression Test

Variable	Coefficient of Regression	t _{hitung}	Sig-t
Work Motivation (X ₁)	0,119	3,556	0,011
Compensation (X ₂)	0,267	4,246	0,000
Constanta			0,514
R Square (R ²)			0,714
Ajd R Square			0,693

Source: data processed, 2023

The coefficient of determination (R²) measures how much the dependent variable may explain the independent variable by influencing the independent variable. The dependent variable is more willing to agree to explain the independent variable when the coefficient of determination is higher. In this context, it refers to the extent to which employee performance explains factors like job motivation and remuneration. The findings of the research using multiple linear regression suggest that the influence of the independent variables of work motivation and salary on employee performance is 0.714. According to this finding, the recruiting variable may account for 71.4% of worker performance. While additional factors beyond the scope of the study equation or model can account for the remaining 28.6%. According to Adjusted R Square, the multiple correlation coefficient is equal to 0.693. This figure demonstrates the significant correlation between employee performance and factors affecting job motivation and remuneration. The implication is

that there is a high association between employee performance, salary, and job motivation. Based on the aforementioned findings, job motivation and remuneration partially influence how well employees of the Village Unit Cooperative perform. Some of the conclusions from earlier studies are supported by the study's findings. Hasyim, Kamase, & Serang [22] and Bagas [31] studies both look at the connection between employee performance and job motivation. Hasyim et al. [22] and Dipboye [32] are two other studies that look at the connection between pay and worker performance.

One of the psychological variables that influences a person to perform at their best is job motivation. The desire to accomplish a goal will make a person happy and satisfied, which will increase their enthusiasm for work, employees may have a good opinion of their job if they receive pay that matches their expectations [33]. The analysis's findings indicate that paying employees well has a positive effect on raising employee productivity. The analytic findings, which indicate improving results, can be used to demonstrate this. These findings support the findings of a study by Lu, Kang, and Tseng [34], which indicates that offering competitive pay would have an effect on raising employee performance. According to Keddie and Magnan [35], pay is crucial in fostering an employee's commitment to their task. According to research by Fauzan [12]; Chouaibi, Rossi & Zouari [36], the findings show that compensation can foster or increase employee needs and that it must be given in accordance with the proper procedure to prevent employee inequality. Additionally, it was shown that pay and job motivation had a significant impact on employees' performance. The satisfaction of job incentive and reward determines how well an employee performs. Due to the strong relationship between these two factors, it can be inferred that employee performance will increase as job motivation and pay levels increase. According to Krisnawati, & Ayu [37], boosting employee job productivity and pay are two goals of motivation. Employee morale and motivation are strongly intertwined, and when motivation is met, improved performance can result.

It has also been demonstrated that meeting needs or motivating employees in addition to giving them financial incentives for their accomplishments at work can improve employee performance [22]. We learn from statistical analysis that employee motivation and compensation have a significant and positive impact on productivity. In addition to having no statistical significance, this is due to compensation and motivation for work being responsible for a 71,4% decrease in productivity. Along with being significant, it also bears favorably. The interpretation of this is that when the execution of the compensation and work-related incentives increases, the level of kinerja displayed by the Karayawan will also increase. In addition, this study's findings support Prasetyo [38], with a particularly strong finding being that employee motivation and compensation are linked to employee performance. The results of this study are in line with the research of Yuningsih, Harini & Rifky [39]; Seran, Ariyani, & Heriani [40]; Nurwadi, Maryadi, & Rahwandi [4]; Aman-Ullah, Aziz, Ibrahim, Mehmood, and Aman-Ullah [16]; Kabanga, and Mooya [41] which explain that compensation has a positive impact on employee performance. Offering sustainable remuneration will assist employees in becoming familiar with the business and adjusting their abilities to the demands of the business. Of course, this will aid workers in doing their task. Research by Moeini Gharagozloo, Forghani Bajestani, and Chen [42]; Jiang, Yuan, and Zhang [43]; and Ashraf [28] that explains how employee performance is influenced by recruiting supports the findings of this study. Additionally, studies by Liu, Hao, Kang, Sha, Ma, Yang, and Zhang [44] and Yani [45] have shown conclusive evidence that salary influences employee performance favorably.

IV. CONCLUSION

The analysis and discussion's findings support a number of the study's key arguments. The first is that job motivation is only partially fulfilled. Second, the company's remuneration is explicit and targeted. Third, the organization rates employee performance as being in a reasonably good category, indicating that workers follow corporate policies. Fourthly, it demonstrates how the use of job motivation and remuneration may significantly affect employee performance in raising business performance. The effectiveness of the workforce benefits the organization. The same findings demonstrate that giving work motivation and remuneration has an impact on the company's success, and that raising incentives and work motivation improves employee performance.

There are several flaws in this study. First, it is important to consider responder bias. There was no additional validation check for the respondents' responses. The length of data collecting was then tailored to the respondents, allowing for dishonesty to show throughout the questionnaire-filling process since they were eager to finish it fast because they were weary from working. Additionally, because it is a closed questionnaire, the type of tool utilized cannot expose comments that workers may prefer but are not included in the list. Future researchers can utilize this study as a model for relevant research by incorporating other related factors by taking into account these recommendations and limitations. Additionally, they can apply more intricate and unique data analysis techniques and incorporate more study samples.

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