

The influence of work motivation and compensation employee performance at the office of transportation agency in North Tapanuli Regency North Sumatra Province

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ABSTRACT

Performance evaluation is the outcome of employees' efforts and serves as the foundation for assessing the outcomes of their work. The level of employee performance is directly correlated with the developmental outcomes of the organization. Conversely, subpar performance can adversely affect an organization's growth. Two key factors that impact employee performance are job motivation and compensation. This study aims to investigate the effects of job motivation and compensation on employee performance within the North Tapanuli District Transportation Agency office. It is a quantitative descriptive study employing the explanatory survey approach. Data for the study were collected through questionnaires distributed to 41 respondents. The analysis involved various tests, including validity and reliability assessments, multiple linear regression analysis, correlation coefficient examination, determination coefficient analysis, normality test, multicollinearity test, heteroskedasticity test, autocorrelation test, and partial (t) and simultaneous (f) hypothesis testing, all conducted using SPSS 25. The research findings reveal a noteworthy impact of both job motivation and compensation on employee performance. The coefficient of determination test illustrates that job motivation and compensation collectively contribute to 70.6% of employee performance variation, signifying a substantial influence of these factors on employee performance at the North Tapanuli District Transportation Agency office.

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1. Introduction

In the context of the Fourth Industrial Revolution, which emphasizes the importance of information technology and digitalization, it remains essential to recognize that human resource management (HRM) continues to hold a pivotal role in shaping the success and realization of an organization's established vision and mission. Human resources (HR) represent valuable assets requiring care and investment by the organization, as they stand as the key factor in orchestrating sustainable processes for the attainment of the organization's goals and visions. Achieving this necessitates the optimal performance of the organization's employees, who comprise its human resources.

Performance is a measure of what someone has achieved in carrying out their tasks and responsibilities. An employee's performance refers to what they do or do not do, which will affect how much contribution they make to the organization. Employee performance is defined as the work outcomes achieved by an employee in the execution of their tasks and responsibilities in accordance with the obligations imposed by the organization or institution.

Employees who excel in their performance are essential for any organization, including the Office of Transportation in North Tapanuli Regency. This regional institution, commonly known as Dishub, is responsible for various tasks and functions within its jurisdiction. These include overseeing transportation and traffic policies, developing transportation policies specific to its operational area, establishing technical guidelines for transportation, issuing transportation permits, and handling the evaluation and reporting of transportation-related matters, among other responsibilities.

Organizations and institutions must closely consider various factors associated with their employees' performance implications, encompassing aspects such as compensation, corporate culture, working conditions, communication, competence, motivation, and more. Employee performance is bound to see positive enhancements when employees feel content and reassured that their workplace adequately fulfills their needs. When an organization effectively caters to an employee's requirements, it will further bolster their enthusiasm for their work. The focus on enhancing government officials' performance is in line with the principles outlined in Government Regulation Number 46 of 2011, which pertains to the evaluation of Civil Servants' performance, with the overarching goal of elevating their accomplishments and overall performance.

One of the key contributors to enhancing employee performance is the presence of motivation in the workplace. Motivation serves as a force that propels and guides human behavior towards the attainment of goals. This multifaceted concept comprises aspects such as arousal, leadership, endurance, demonstrating commitment, determination, and goal setting (Riyanto & Arini, 2021). Work motivation assumes a pivotal role in shaping employee performance as it instills a drive within individuals to exert their best efforts and strive for optimal outcomes. Alongside motivation, compensation also stands out as a significant factor impacting improvements in employee performance. Compensation represents the remuneration and rewards extended by organizations to their employees as a gesture of acknowledgment for their valuable contributions.

Kast and James contend that motivation is the force that compels individuals to behave in specific ways or, at the very least, fosters inclinations. The desire to take action may stem from an external trigger or emerge from one's internal physiology and cognitive processes. Undeniably, disparities in motivation stand as the paramount element in comprehending and foreseeing variances in individual behaviors (Putri et al., 2022).

Employee motivation is an essential requirement, as highly motivated employees will naturally approach their assigned tasks with enthusiasm. In the journal article (Djaya, 2021), Sutrisno conveyed that motivation can be seen as a compelling force that encourages individuals to participate in particular activities, thus making it occasionally synonymous with a driving force influencing a person's behavior when carrying out a task. Motivation can be described as the driving force that clarifies how determined, focused, and persistent someone is when striving to reach their objectives.

Tirtasaya's research in (Djaya, 2021) indicates that strong motivation can boost employees' task performance. Nevertheless, this contrasts with the findings of other scholars whose studies imply that heightened motivation might not notably impact an individual's performance. This suggests that motivation has a positive effect on performance but it may not be statistically significant.

The factors influencing work motivation are as follows: 1) Salary, 2) Job security, 3) Working conditions, 4) Status, 5) Company procedures, 6) Quality of technical supervision, 7) Quality of interpersonal relationships among colleagues, superiors, and subordinates. The indicators of work motivation according to Abraham Maslow consist of five levels, namely: 1) Physiological needs, 2) Safety and security needs, 3) Social needs, 4) Esteem needs, 5) Self-actualization needs.

Compensation refers to any remuneration employees receive, whether in the form of monetary payment, tangible goods, or intangible benefits, as a token of appreciation for their contributions to the organization. Both financial and non-financial rewards are offered by the company as a way to enhance the overall welfare of its employees, examples of which include holiday bonuses and retirement plans.

Employees can receive compensation in various ways, either directly as monetary rewards or indirectly through non-financial benefits like health coverage. In the perspective of Thomas H. Stone as mentioned in (Mujanah, 2020), Compensation refers to any type of recompense granted to workers for their services to their employer and represents fair compensation to staff for their role in achieving organizational

goals. To put it differently, Compensation can be described as a reward provided to employees for their contributions as part of the workforce.

In the journal (Faudi & Putri Pertiwi, 2023), it is stated by Hasibuan that compensation refers to all financial rewards, both direct and indirect, that employees receive as payment for their services to the company. Compensation is a form of recognition and motivation offered to employees within an organization as a token of appreciation for their contributions towards achieving objectives. As per Dessler, it encompasses various forms of remuneration and recognition derived from their employment efforts (Hulu et al., 2021).

Moreover, as Mangkunegara suggests, competence can be described as a fundamental attribute found in individuals who exhibit exceptional skills, distinguishing them from those with average or typical abilities (Yumhi, 2021). Compensation serves as a form of recognition and incentive offered by a company, aiming for a reciprocal enhancement in employee output. Essentially, it signifies the company's commitment to remunerate or set aside funds for employees who adhere to the organization's guidelines. Nugraha & Tjahjawati proposed the following indicators in compensation provision: 1) Salary, 2) Incentives, 3) Bonuses, 4) Wages, 5) Premiums, 6) Healthcare, 7) Insurance.

According to Werther and Davis, they explain that the purpose of effective compensation is influenced by eight factors: 1) Attracting qualified employees. 2) Retaining existing employees. 3) Ensuring fairness. 4) Rewarding behavior performed. 5) Controlling costs. 6) Compliance with legal regulations. 7) Facilitating understanding. 8) Enhancing administrative efficiency.

Essentially, performance in an organization is the outcome achieved by its employees when they efficiently and effectively utilize the available resources to reach their intended objectives (Riyanto & Arini, 2021). Efficiency involves evaluating the inputs against the actual management results or the way tasks are carried out, whereas effectiveness is accomplished by achieving optimal job performance, which includes delivering high-quality work, meeting quantity targets, and accomplishing tasks in a timely manner (Andi Fauzan R. Pohan, 2023).

Kasmir's definition of performance suggests that it represents the results achieved when tasks and responsibilities are successfully completed within a designated timeframe. It reflects an individual's ability to carry out assigned tasks, influenced by their skills, experience, commitment, and the time invested. Performance essentially serves as a documented record of the achievements made by an employee or the activities conducted within a specific time frame (Jeramu & Ngawang, 2023).

Employee performance can be defined as the evaluation of how effectively an employee fulfills their roles and responsibilities within a government institution. In simpler terms, it reflects an employee's capacity to deliver results, particularly in terms of quantity. In Mangkunegara's perspective, performance can be defined as the measure of both the quality and quantity of work outcomes attained by an employee when they fulfill their responsibilities as assigned (Basri & Rauf, 2021). Nabawi suggests that performance can be impacted by three key factors, which are: 1) personal characteristics, 2) aptitude for the job, and 3) backing from the organization. According to Government Regulation of the Republic of Indonesia Number 46 of 2011 regarding job targets, employee performance can be measured through: 1) Work Quality, 2) Quantity, 3) Service Orientation, 4) Integrity, 5) Commitment, 6) Discipline, and 7) Cooperation.

2. Research Method

This research employs a quantitative descriptive research method with an explanatory survey research design, which aims to elucidate phenomena in the form of relationships between variables. According to Agung Widhi Kurniawan, descriptive research is a method used to analyze data by describing and explaining the information collected based on actual facts (Syahidin et al., 2022). Meanwhile, the quantitative approach is used to analyze the magnitude of the influence of independent variables on dependent variables processed using statistical models. This research aims to test hypotheses and determine whether there is an influence of work motivation and compensation on employee performance at the North Tapanuli District Transportation Office.

According to Noor, "population includes all the elements or members of the area that are the subject of study or the entire objects of research." (Dewi Susita et al., 2020). The population in this study consists of all employees in the North Tapanuli District Transportation Office, totaling 69 employees. According to

Sugiyono, a sample is a part of the total and characteristics possessed by the population (Christono, 2022). This research utilizes Probability random sampling as the sampling method. In determining the sample size, the Slovin formula is used to calculate the number of samples. The Slovin formula is as follows:

$$n = \frac{N}{1 + N (e)^2} \quad (1)$$

Information:

n = number of samples required

N = total population

e = the sample error rate is 10% or 0,1

In this research, it is known that the population consists of a total of 69 employees, comprising 43 civil servants (ASN) and 26 non-civil servants (non-ASN). The margin of error or sampling error rate is 10%.

Table 1. Part of the employee work division office of transportation Agency of North Tapanuli Regency.

No	Category	Amount
1	ASN	43
2	NON-ASN	26
Amount		69

3. Results And Discussions

Data description is a true representation of the data distribution obtained in the field. In this research, the researcher used a questionnaire as an instrument distributed to the respondents, namely the employees of the DISHUB Office in North Tapanuli Regency. The questionnaire consisted of 32 statements, with 11 statements for the work motivation variable (X1), 9 statements for the compensation variable (X2), and 12 statements for the employee performance variable (Y).

Through the distribution of questionnaires to respondents, information was obtained about the respondents' identity regarding work motivation (X1), compensation (X2), and employee performance (Y). The following is a description of respondents based on age, gender, highest education level, and length of service.

Multiple Linear Regression

Table 2. Multiple linear regression equation test results

Model		Coefficient ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.068	5.102		.993	.327
	Work Motivation	.574	.142	.562	4.053	.000
	Compensation	.491	.208	.327	2.356	.024

a. Dependent Variable: Employee Performance

Sourcer: Primary data processed by SPSS 2023

From the table above the results of the calculation of the independent variables can be arranged in a model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e \quad (2)$$

$$Y = 5.068 + 0.574 (X_1) + 0.491 (X_2) + e \quad (3)$$

Information:

Y = Job Satisfaction

X1 = Transformational Leadership

X2 = Situational Leadership

e = error (presumed to be 0)

Therefore, it can be concluded that:

The constant is 5.068, which means that when the variables for work motivation (X1) and compensation (X2) both have a value of zero, the employee's performance will be 5.068. The work motivation variable (X1) has a coefficient of 0.574, indicating that an increase in the work motivation variable will lead to an increase in the employee's performance variable by 0.574. The compensation variable (X2) has a coefficient of 0.491, meaning that an increase of one unit in the compensation variable will result in an increase in the employee's performance variable by 0.491.

Coefficient of Determination (R²)

The determination coefficient test is conducted to determine the extent of the influence of work motivation variable (X1) and compensation (X2) on employee performance (Y). The results of the determination coefficient test (R²) can be seen in the following table:

Table 3. Test results for the coefficient of determination (R²)
model summary^b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.840 ^a	.706	.690	2.097

a. Predictors: (Constant), Work Motivation, Compensation

b. Dependent Variable: Employee Performance

Source: Primary data processed by SPSS 2023

The R Square value is 0.706 or 70.6%. This means that the influence of work motivation (X1) and compensation (X2) on employee performance (Y) at the North Tapanuli Transportation Office is 70.6%.

Simultaneous F-test

The F-test is conducted to test whether the independent variables (work motivation and compensation) together (simultaneously) have an impact on the dependent variable (employee performance). The results of the F-test can be seen in the following table:

Table 4. Simultaneous test results (Test F)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	400.392	2	200.196	65.521	.000 ^b
	residual	167.120	38	4.398		
	Total	567.512	40			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Compensation

Source: Primary data processed by SPSS 2023

The result of the F-test yielded an F-statistic of 45.521, which is greater than the critical F-value of 3.245, and the significance level is 0.000, which is smaller than 0.05. Therefore, the calculated F-value > the critical F-value (45.521 > 3.245), and the significance level is 0.000 < 0.05. Thus, it can be concluded that the independent variables (work motivation and compensation) together (simultaneously) have a significant impact on the dependent variable (employee performance). Therefore, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H_a) is accepted.

Partial T-Test

This test aims to determine the partial influence of the independent variables on the dependent variable. The results of the t-test can be seen in the following table:

Table 5. Partial test results (t test)

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	std. Error	Beta			
(Constant)	5.068	5.102			.993	.327
Work Motivation	.574	.142	.562		4.053	.000
1 Compensation	.491	.208	.327		2.356	.024

a. Dependent Variable: Employee Performance

Source: Primary data processed by SPSS 2023

The t-test value for work motivation is 4.053, which is greater than the critical t-table value of 2.024, and its significance level is 0.000, which is less than 0.05. Therefore, the t-test value > t-table value (4.053 > 2.024), and the significance level for the work motivation variable is 0.000 < 0.05. Consequently, it can be concluded that the work motivation variable has a significant partial effect on employee performance.

The t-test value for the compensation variable is 2.356, which is greater than the critical t-table value of 2.024, and its significance level is 0.024, which is less than 0.05. Therefore, the t-test value > t-table value (2.356 > 2.024), and the significance level for the compensation variable is 0.024 < 0.05. Consequently, it can be concluded that the compensation variable has a significant partial effect on employee performance.

4. Conclusion

From the results of hypothesis testing, there is a significant partial effect between the work motivation variable (X1) on employee performance (Y). This can be proven by the results of the t-test where the t-value is 4.053, compared to the t-table value of 2.026 with a significance level of $\alpha = 0.05$ and degrees of freedom $df (nk-1) = 39-3-1$. It can be concluded that the t-value is greater than the t-table value, i.e., $4.053 > 2.026$, and the significance value is $0.000 < 0.05$. Therefore, H1, which states "There is a significant effect of work motivation on employee performance at the North Tapanuli District Transportation Office," is accepted. From the results of hypothesis testing, there is a significant partial effect between the compensation variable (X2) on employee performance (Y). This can be proven by the results of the t-test where the t-value is 2.356, compared to the t-table value of 2.026 with a significance level of $\alpha = 0.05$ and degrees of freedom $df (nk-1) = 39-3-1$. It can be concluded that the t-value is greater than the t-table value, i.e., $2.356 > 2.026$, and the significance value is $0.024 < 0.05$. Therefore, H2, which states "There is a significant effect of compensation on employee performance at the North Tapanuli District Transportation Office," is accepted. From the results of hypothesis testing, there is a significant simultaneous or joint effect between the work motivation variable (X1) and compensation (X2) on employee performance (Y). This can be proven by the results of the F-test, where the F-value is 45.521. To find the F-table value, degrees of freedom $df 1 = \text{number of variables} - 1$ or $3 - 1 = 2$, and $df 2 = n - k - 1$ or $39 - 3 - 1 = 35$. Using a significance level of $\alpha = 0.05$, the F-table value is 3.267. It can be concluded that the F-value is greater than the F-table value, i.e., $45.521 > 3.267$, and the significance value is $0.000 < 0.05$. Therefore, H3, which states "There is a significant effect of work motivation and compensation together on employee performance at the North Tapanuli District Transportation Office," is accepted. The author hopes that the results of this research can be used as a reference material for further research, as in this study, the author believes that there are still many shortcomings that need to be addressed. This way, the research can be improved and become more beneficial. For future researchers, the author suggests selecting independent variables outside of the variables used in this study, such as work-life balance, workload, work environment, and other variables that can be used to enhance employee performance.

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