

# THE EFFECT OF MOTIVATION AND COMPENSATION ON EMPLOYEE PERFORMANCE OF PT. SURABAYA WIRE

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**Abstract.** In companies, human resource management is an indispensable basis for efforts to develop and improve employee performance in order to achieve company goals. This research aims to determine the effect of motivation and compensation on the performance of PT employees. Surabaya Wire. This research method uses a quantitative approach. The data collection technique was carried out directly by distributing questionnaires to 60 respondents. Sample research using saturated sampling technique. The analysis tool uses SPSS software version 25. The research results show that (1) The motivation variable (X1) has a positive and significant effect on the performance of PT employees. Surabaya Wire, (2) The compensation variable (X2) has a positive and significant effect on the performance of PT employees. Surabaya Wire, (3) Motivation and compensation variables simultaneously have a positive and significant effect on the performance of PT employees. Surabaya Wire.

Keywords: Motivation, Compensation, Performance

## INTRODUCTION

A manufacturing company is a company that processes raw materials into finished goods that are ready for sale. Manufacturing companies typically use machinery, equipment, labor, and chemical processes in their production. According to Sukamulja (2021) A manufacturing company is an industry that converts raw materials into finished goods that have a selling value and can be consumed or used by consumers, according to Utami (2020) a company engaged in manufacturing is one of the industries that uses or utilizes many things, ranging from the use of advanced machinery, equipment and technology.

One of the manufacturing companies that has a fairly good market share is a manufacturing company in the metal sector such as PT. Surabaya Wire is a company engaged in manufacturing metal with processed wire, which has several products such as wire nails, nails, umbrella nails, bendarats, zinc wire, concrete wire, cut iron and screws. This company was established in 1973 on Jln. Raya Bambe No. 88, Bangkungan, Driyorejo District, Gresik Regency, East Java.

Every time you know that the performance of manufacturing companies in Indonesia continues to increase, according to Kartasasmita (2023) in November 2023 the index reached 51.7, an increase of 0.2 points from the previous month, which was 51.5. Basically, the manufacturing industry and the processing industry can make an increasing contribution to the national economy. However, at PT. Surabaya Wire In recent years, the performance of employees, especially employees of the nail production division, has decreased, this can be seen from the results of nail production produced by employees.

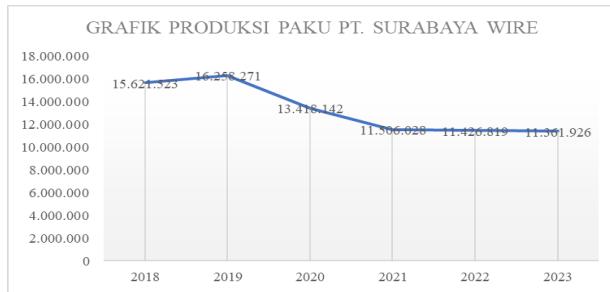


Figure 1. Nail Production Chart in 2018-2023

Source: PT Surabaya Wire (2024)

The graph above shows that nail production has declined in recent years. In 2018 and 2019 the number of nail production was at a high figure, namely in 2018 as much as 15,621,523 kg and in 2019 as much as 16,258,271 kg, while in 2020 to 2023 nail production has decreased, namely in 2020 as much as 13,418,142 kg, in 2021 as much as 11,506,028 kg, in 2022 as much as 11,426,819 kg and in 2023 as much as 11,361,926 kg. So from the nail production graph above, it can be concluded that the performance of PT Surabaya Wire employees of the nail production division has decreased in recent years.

Human resources (HR) in a company's operating system are one of the capital markets, playing an important role in achieving the company's goals. Therefore, companies need to manage and develop human resources well. Because the key to the success of a company is not only in technological excellence and the availability of funds. However, the human factor is also an important factor. Human resources play a very important role in the implementation of company activities, although the role and function of the workforce is more and more replaced by increasingly sophisticated technology, but in fact until now labor is still an important factor in determining the course of the production process. Therefore, every company wants every workforce to be able to work effectively and efficiently.

Every company must think about how to improve human resources who have a high level of quality, so that they can encourage the company to develop. One way is that company leaders need good and quality employee performance. According to Sulistyowati (2021), human resources are humans who are employed in a company as drivers, thinkers, and planners to achieve the goals of a company.

According to Afandi (2018), performance is the result of work that can be 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 and not unlawfully and in accordance with morals and ethics. Mangkunegara (2018) performance is the result of work in terms of quality and quantity achieved by an employee and employee in carrying out their duties in accordance with the responsibilities given to them, according to Sinambela (2018) performance is defined as the ability of employees to perform a certain skill, employee performance is very important, because with this performance it will be known how far their ability to carry out the tasks charged to employees. Performance shows the ability and skills of employees, this opinion emphasizes more on the ability and credibility that a person has. Busro (2020)

In order for employee performance to improve, company leaders also need to motivate employees. As has been applied to PT Surabaya Wire which has provided motivation for every morning briefing. In this company, every morning the division leaders always conduct briefings which are followed by motivation to employees. According to Afandi (2018), motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to do activities with sincerity, joy, and earnestness so that the results of the activities he does get good and quality results. Sutrisno (2017) Motivation is a factor that encourages a person to do certain activities, therefore motivation is often interpreted as a driving factor for a person's behavior. Furthermore, according to Kasmir (2019), motivation is an encouragement for a person to do work, if the employee has a strong drive from within himself or from outside himself, then the employee will be aroused or encouraged to do a good job.

According to Ermita (2019), motivation is a series of attitudes and values that influence employees to achieve specific things in accordance with the company's goals, these attitudes and values are a force that encourages employees to behave in achieving goals.

Based on research conducted by Kusumasari and Lukia (2020), it is stated that motivation has a significant positive effect on employee performance, which means that the motivation variable is in line with the employee performance variable. If the variables provided by the company are high, employee performance will also increase, on the other hand, if the motivation provided by the company is lacking, employee performance will decrease. In contrast to research conducted by Solikhah (2018) which states that motivation does not have a positive effect on employee performance, which means that motivation variables are not in line with employee performance variables.

In addition to motivation, the thing that needs to be considered by company leaders is the provision of compensation, because providing high compensation will have a good impact on employee performance and can increase employee satisfaction. This is what drives the advancement of a company. As has been applied at PT. Surabaya Wire which has compensated each of its employees, both direct and indirect compensation, the company also often provides bonuses to every employee who has reached the target. Hasibuan (2017), compensation is all income in the form of money, goods, both direct and indirect received by an employee for providing his services to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talent. In addition, the company's compensation system also has an impact on employee performance. Hasibuan (2017), compensation is all income in the form of money, goods, both direct and indirect received by an employee for providing his services to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talent. In addition, the company's compensation system also has an impact on employee performance

According to Afandi (2018), compensation is all income in the form of money or goods, either directly or indirectly, that employees receive in return for services provided to the company, with indicators of wages/salaries, incentives, allowances and facilities. Furthermore, according to (Kasmir, 2019) Compensation is a reward for services provided by companies to their employees, both financial and non-financial.

Based on research conducted by Rahayu and Juhaeti (2022), it is stated that the results of the research show that the compensation variable partially has a positive and significant effect on the performance of the wealthy, which means that the compensation variable is in line with the employee performance variable. If the compensation provided by the company is high, then employee performance will also increase, on the other hand, if the compensation provided by the company is less, then employee performance will decrease.

This is different from research conducted by Rianda and Winarno (2022) which stated that the compensation variable does not affect employee performance partially, which means that the compensation variable is not in the same direction as the employee performance variable. Based on research conducted by Nuruzzaman., *et.al.* (2021) The results of this study reveal that motivation and compensation have an influence on employee performance both partially and simultaneously.

## THEORETICAL FOUNDATION

### Employee Performance

Employee performance basically has a great influence on the success of a company, good employee performance will also have a good impact on the company's development. According to Afandi (2018), performance is the result of work that can be 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 and not unlawfully and in accordance

with morals and ethics. A company is said to develop if there is good performance in a company. According to Adhari (2021), employee performance is the result produced by a certain job function or activities in a certain job over a certain period of time, which shows the quality and quantity of the work. Furthermore, according to Sinaga & Hidayat (2020), performance is the result of a person's job function or activity in an organization that is influenced by various factors to achieve organizational goals in a certain period of time.

## Motivation

According to Mangkunegara (2018), motivation is a condition that moves employees who are directed to achieve organizational and company goals. Furthermore, according to Afandi (2018), motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, joy, and sincerity so that the results of the activities he does get good and quality results. According to Hasibuan (2017), motivation is a motivator that makes a person enthusiastic about work, so that they want to work together, work effectively and be integrated with all their efforts to achieve the goals that have been determined by the organization or company.

## Compensation

According to Sutrisno (2017) "compensation is one of the important functions in human resource management". Furthermore, according to Hasibuan (2017), compensation is all income in the form of money, goods, both direct and indirect received by an employee for providing his services to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talent. In addition, the company's compensation system also has an impact on employee performance. According to Sedarmayanti, (2019) compensation is everything that employees will receive as a form of employee work service in return

According to Enny (2019:37), compensation can be defined as a form of lead services provided to employees as a form of appreciation for their contributions and work to the organization. The compensation can be in the form of direct or indirect financial, and the award can also be indirect. Meanwhile, according to Akbar, *et al* (2021:125) compensation is all forms of financial *return* and benefits obtained by employees as part of an employment relationship.

## Analysis Model

Based on the theoretical foundation, this study has the following analysis model:

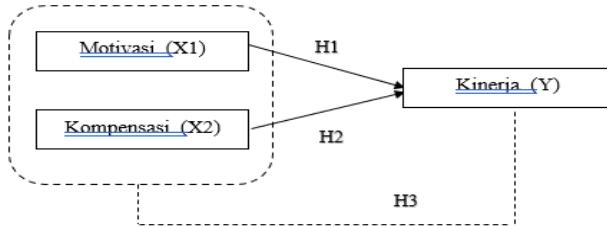


Figure 2. Analysis Model

Source: Author (2024)

## METHOD

The approach in this study is to use a quantitative approach. The population in this study is all employees of PT Surabaya Wire. The sampling technique used is non-probability sampling with *Purposive Sampling* (Sample with a specific purpose), so the sample in this study is 60 employees of PT Surabaya Wire which is located at Jl. Raya Bambe No.88, Bangkingan, Driyorejo District, Gresik Regency, East Java. In this study, the researcher will distribute questionnaires (questionnaires) to employees of PT. Surabaya Wire, and employees who are respondents in the study will answer a questionnaire containing statements related to the problem of this study. The data processing carried out in this study uses the SPSS (*Statistical Product and Service Solution*) version 25 program. The data analysis of this study includes instrument tests, classical assumption tests, multiple linear regression analysis, hypothesis tests, and determination coefficients.

## RESULTS AND DISCUSSION

Based on the results of data processing processed using SPSS 25 software, it was found that male employees were more dominant than female employees, besides that employees in the age range of 41-50 years also dominated or were the most. As for the working period of employees whose working period is 11-15 years more dominant than other service periods. With a high working period can prove that the employee has had high working hours and also has a lot of experience, so this will have an impact on their performance.

Based on the results of the validity test on the employee performance variable, the work environment and work training were declared valid because the R<sub>calculate</sub> value was greater than the R<sub>value of the table</sub> or the significance value was

smaller than 0.05. Based on the results of the reliability test, Cronbach's alpha value was obtained for the variables of employee performance, work environment and job training greater than 0.6, so that all variables were declared reliable.

### One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		60
Normal Parameters,a,b	Mean	,0000000
	Hours of deviation	3,95775406
Most Extreme Differences	Absolute	,085
	Positive	,073
	Negative	-,085
Test Statistic		,085
Asymp. Sig. (2-tailed)		,200c,d

Table 1. Normality Test Results

Source: SPSS Data Processing Results (2024)

According to the results of the normality test that have been obtained, the results that the level of significance in the research variables is normally distributed, this can be seen from the magnitude of the significance level which in the variables ranges above  $\alpha = 0.05$  ( $0.200 > 0.05$ ). This shows that in the research sample the distribution is normal at the level of an error rate of 5%.

Table 2. Test Results t

Hipotesis		Comparison	Conclusion
First Hypothesis	It is suspected that motivation has a partial effect on employee performance.	$0.044 < 0.05$	Ha accepted and Ho rejected
Second Hypothesis	It is suspected that compensation has a partial effect on employee performance.	$0.010 < 0.05$	Ha accepted and Ho rejected

Source: SPSS Data Processing Results (2024)

Based on the results of the t-test in the table above, it can be concluded that the significance value of the motivation and work compensation variables is less than 0.05. So that the variables of the work environment have a positive effect on the performance of employees of PT. Surabaya Wire, as well as job training variables have a positive effect on the performance of employees of PT. Surabaya Wire. Likewise, when the F test was carried out, a significance of less than 0.05 was obtained, so that the two variables together affected the performance of PT. Surabaya Wire.

Based on the results of the hypothesis test, the motivation variable had a significant value of 0.044. Which means that the significance value is smaller than alpha ( $\alpha$ ) or  $0.044 < 0.05$ . Therefore, it can be concluded that  $H_0$  was rejected and  $H_a$  was accepted. This can answer or prove the truth of the first hypothesis which states that the motivation variable has a partial effect on the performance of employees of PT. Surabaya Wire. This means that there is no motivation given to employees of PT. Surabaya Wire can affect the performance of employees in the company. If the motivation given is taken and applied properly, it will generate enthusiasm and passion to continue to move forward together and make the performance of employees better, of course it will have a positive impact on the company. However, if the motivation given to employees is not enough, the performance provided is also less than optimal (Afandi, 2018). According to Afandi (2018), when employees are not given enough motivation, it can cause a negative impact on their performance, workers are less enthusiastic in doing their work so productivity will tend to be lower. Therefore, with motivation, employees will be motivated so as to improve performance and achieve company goals.

Based on the results of the hypothesis test, the compensation variable has a significant value of 0.010. Which means that the significance value is smaller than alpha ( $\alpha$ ) or  $0.010 < 0.05$ . Therefore, it can be concluded that  $H_0$  was rejected and  $H_a$  was accepted. This can answer or prove the truth of the second hypothesis which states that the compensation

variable has a partial effect on employee performance. This means that the high and low compensation received by employees of PT. Surabaya Wire affects the performance of employees in the company. Compensation to employees is a strong factor to improve employee performance. The provision of compensation makes the income of the employees increase, so that the employees are more active to work thus the performance of the employees is increasing. Therefore, if the company wants the performance of its employees to be better, then providing compensation can be one of the options.

Based on the results of the hypothesis test, it was proven that the significance value was 0.000. This indicates that the significance value obtained from the calculation shows a number smaller than 0.05. Thus, it can be concluded that the variables of motivation and compensation simultaneously (together) affect the performance of employees of PT. Surabaya Wire. Motivation and compensation are factors that can affect the performance of employees of PT. Surabaya Wire. Therefore, the company needs to provide motivation and compensation to employees so that employee performance will increase in the future so that the company's goals can be achieved. By doing these two things, namely motivation and compensation in tandem and of course done fairly and evenly without any partiality, the performance of the nail production employees will increase.

## CONCLUSIONS AND SUGGESTIONS

Based on the description and analysis of the data that has been presented in the previous chapter, it can be concluded that

Motivation has a positive and significant effect on the performance of employees of PT. Surabaya Wire. Based on the results of the hypothesis test, the motivation variable has a significant value. This can answer or prove the truth of the first hypothesis which states that the motivation variable has a partial effect on the performance of PT. Surabaya Wire. This means that there is no motivation given to employees of PT. Surabaya Wire can affect the performance of employees in the company.

Compensation has a positive and significant effect on the performance of employees of PT. Surabaya Wire. This can answer or prove the truth of the second hypothesis which states that the compensation variable has a partial effect on employee performance. This means that the high and low compensation received by employees of PT. Surabaya Wire affects the performance of employees in the company.

Motivation and compensation simultaneously have a positive and significant effect on the performance of employees of PT. Surabaya Wire. The variables of motivation and compensation simultaneously (together) affect the performance of employees of PT. Surabaya Wire.

From the determination coefficient table above, it is known that the determination coefficient is 0.218 or 21.8%, meaning that the motivation and compensation variables have contributed to employee performance at PT. Surabaya Wire of 21.8% and the remaining 78.2% were influenced by other factors that were not studied.

Based on the conclusions stated above, the researcher conveyed suggestions that would be useful, namely

### 1. For Companies

With this research, it is hoped that the company will pay more attention to the compensation given to employees, because the provision of fair and decent compensation for employees will affect the high and low performance of PT. Surabaya Wire. By providing insurance, salaries, bonuses and benefits, employees feel at ease and can improve their performance. In addition to providing compensation, companies also need to motivate employees to be enthusiastic about work and have creativity and efficiency at work.

### 2. For employees

With this research, it is hoped that employees will be more aware of the mistakes that have been made and correct them without receiving a reprimand from the leadership. In addition, it is hoped that employees will also be more uplifting in honesty with leaders and colleagues. When employees improve 2 indicators, namely initiative and honesty, it will have an impact on improving employee performance as well.

### 3. Share Further Research

This study provides information that motivation and compensation affect employee performance. This research also shows that employee performance is still heavily influenced by other factors. Therefore, it is expected in the next study to examine factors that affect employee performance other than those studied in this study, namely job training, competencies

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## ATTACHMENT

### Appendix 1. Questionnaire

#### Motivation (X1)

Yes	Questions	SS	S	KS	TS	STS
<b>A.</b>	<b>Reply</b>					
1.	I receive an appropriate wage/salary for the work I do.					
<b>B</b>	<b>Working Conditions</b>					
2.	My workspace is quite spacious and the air temperature is conducive to my work well					
<b>C</b>	<b>Work Facilities</b>					
3.	The facilities available today can optimize my work					
<b>D</b>	<b>Work Performance</b>					
4.	The performance assessment carried out by the company has been made objectively, impartially based on individual proximity factors					
<b>E</b>	<b>Recognition from Superiors</b>					
5.	I received support in carrying out my work from my superiors and friends					

#### Compensation (X2)

No	Pertanyaan	SS	S	KS	STS	STS
<b>A</b>	<b>Asuransi</b>					
1.	Perusahaan telah mendaftarkan saya dalam program asuransi badan penyelenggara jaminan sosial (BPJS)					
<b>B</b>	<b>Gaji</b>					
2.	Gaji yang saya terima sudah sesuai dengan beban kerja yang diberikan perusahaan					
<b>C</b>	<b>Bonus</b>					
3.	Bonus yang saya terima sesuai dengan apa yang telah saya kerjakan					
<b>D</b>	<b>Tunjangan</b>					
4.	Tunjangan yang telah diberikan dapat meningkatkan semangat kerja saya					

### Employee performance (Y1)

No	Pertanyaan	SS	S	KS	ST	STS
<b>A</b>	<b>Kuantitas Hasil Kerja</b>					
1.	Saya mampu mencapai target yang ditetapkan pimpinan					
<b>B</b>	<b>Kualitas Hasil Kerja</b>					
2.	Kualitas kerja saya sudah memenuhi standar yang telah ditetapkan perusahaan					
<b>C</b>	<b>Efisiensi Dalam Melaksanakan Tugas</b>					
3.	Alat-alat yang disediakan perusahaan sudah mampu membantu ke efisiensi pekerjaan saya					
<b>D</b>	<b>Disiplin Kerja</b>					
4.	Saya selalu menerima sanksi jika melakukan kesalahan					
<b>E</b>	<b>Inisiatif</b>					
5.	Saya selalu menyadari kesalahan dan memperbaiki kesalahan tersebut sebelum ditegur oleh atasan					
<b>F</b>	<b>Ketelitian</b>					
6.	Saya selalu cek kembali pekerjaan setelah selesai semua					
<b>G</b>	<b>Kepemimpinan</b>					
7.	Pimpinan selalu memberikan motivasi kepada semua karyawan					
<b>H</b>	<b>Kejujuran</b>					
8.	Dalam bekerja saya selalu menjunjung tinggi kejujuran baik bersama atasan maupun teman					
<b>I</b>	<b>Kreativitas</b>					
9.	Saya dapat mengatasi berbagai kesulitan dalam pekerjaan yang saya kerjakan					

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