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THE INFLUENCE OF COMPENSATION, MOTIVATION AND WORK ENVIRONMENT ON THE PERFORMANCE OF PERMANENT EMPLOYEES IN THE GENERAL ADMINISTRATION SECTION PT. PERKEBUNAN NUSANTARA V KEBUN AIR MOLEK - II SUNGAI LALA DISTRICT, INDRAGIRI HULU REGENCY

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Abstract

This research was carried out at PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency. The problem in this research is due to the performance of employees at PT. Perkebunan Nusantara V, Sungai Lala District, Indragiri Hulu Regency experienced fluctuations, meaning there were increases and decreases. The aim of the research carried out, namely to analyze compensation, motivation and work environment on the performance of permanent employees in the general administration section at PT Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency. This type of research is quantitative, with a sample size of 58 employees. The data used are primary and secondary data, with data collection techniques using random sampling techniques. The method used to analyze paths, correlation and determination coefficients, f test and t test with the help of SPSS version 22 software. Based on the results of the research and discussion, several conclusions can be drawn as follows: compensation influences employee performance, motivation influences employee performance and the work environment influences employee performance.

Keywords: *Compensation, Motivation, Work Environment.*

INTRODUCTION

PT Perkebunan Nusantara V Kebun Air Molek — II Sungai Lala District, Indragiri Hulu Regency. As a state-owned company (BUMN), it really needs support from professional and reliable human resources in carrying out its activities. Human resources are one of the most vital elements for an organization or company, because their performance is taken into account to realize the company's stated vision and mission. Human resource management is a means of improving human quality, by improving human resources, so that it can improve employee performance.

PT Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency is one of the state-owned companies (BUMN) engaged in oil palm and rubber plantations. The efforts made by PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency to improve employee performance is inseparable from the Company's targets to be achieved to increase existing human resources.

Employee performance can be used as a measure of whether suggestions and goals are in accordance with the organization's or agency's plans, apart from that, it can also be a basis for measuring the extent of success of an organization or agency for employees.

The following is Performance data for permanent employees in the general administration section of PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala sub-district, Indragiri Hulu Regency in 2019 - 2023.

| Divisi | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------|-------|-------|-------|------|------|
| | Score | | | | |
| Finance Admin | 221 | 197 | 184 | 193 | 193 |
| Plant Admin HR | 367 | 296 | 299 | 296 | 296 |
| Admin | 496 | 1.090 | 1.098 | 838 | 838 |
| Total | 1084 | 1583 | 1581 | 1327 | 1327 |
| Number of Employees | 62 | 60 | 59 | 58 | 58 |

Source : PT Perkebunan Nusantara

Based on table 1.1 of the assessment data and number of employees from 2019 to 2023, this means there has been an effective increase and decrease. This increase occurred in 2019 where each division in the total assessment experienced an increase in 2019. The decrease in employees was due to the Company not accepting permanent employees after the last 6 years, the addition of employees from contract workers. A decrease in the number of employees in 2023, the quality of employee work that has been achieved and a decrease in the quantity of work with the number of skilled workers in a period of time that has experienced a decrease in the number of employees, employee performance assessments that often do not reach the targets set by the Company. So there is a decline in employee performance, and realization is not in accordance with the targets set.

The current phenomenon can be seen from the quality and quantity which has a negative impact on employee performance which makes employees not work effectively. The high level of activity of the Company's employees is a guideline, employees are required to be active in working to achieve predetermined targets, the air temperature in each office, lighting and also the noise level in each work room are well maintained.

RESEARCH METHODS

The data collection technique used by researchers is sourced from primary and secondary data.

1. Questionnaire (questionnaire)

In this questionnaire, a Likert scale is used consisting of strongly agree, agree, quite, disagree and strongly disagree. The liker scale is a scale designed to allow respondents to answer various levels for each object to be measured.

2. Interview

In this research the author conducted interviews with permanent employees in the general administration section of PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency.

3. Documentation

Documentation is one of the methods used to obtain data and information in the form of books, archives, documentation, written numbers and images in the form of reports and information that can support research.

Data analysis methods

- Test validity
- Reliability Test
- Normality Test
- Linear test
- Model feasibility test (F)
- Hypothesis Test (t)
- Path Analysis (Path Analysis)
- Coefficient of Determination (R²)

RESULTS AND DISCUSSION

Table 1
Test Result Validity

| Variable | Statement | Calculation | Rtable | Description |
|-------------------|-----------|-------------|--------|-------------|
| Performance (Y) | Item1 | 0,644 | 0,254 | Valid |
| | Item2 | 0,616 | 0,254 | Valid |
| | Item3 | 0,624 | 0,254 | Valid |
| | Item4 | 0,676 | 0,254 | Valid |
| | Item5 | 0,593 | 0,254 | Valid |
| Compensation (X1) | Item1 | 0,345 | 0,254 | Valid |
| | Item2 | 0,362 | 0,254 | Valid |
| | Item3 | 0,521 | 0,254 | Valid |
| | Item4 | 0,408 | 0,254 | Valid |
| Motivation (X2) | Item1 | 0,338 | 0,254 | Valid |
| | Item2 | 0,298 | 0,254 | Valid |
| | Item3 | 0,329 | 0,254 | Valid |
| | Item4 | 0,280 | 0,254 | Valid |
| | Item5 | 0,409 | 0,254 | Valid |
| | Item6 | 0,338 | 0,254 | Valid |

| Variabel | Statement | Calculatio | Rtabel | Description |
|-----------------------|-----------|------------|--------|-------------|
| Work Environment (X3) | Item 1 | 0,897 | 0,254 | Valid |
| | Item 2 | 0,314 | 0,254 | Valid |
| | Item3 | 0,768 | 0,254 | Valid |
| | Item4 | 0,897 | 0,254 | Valid |
| | Item5 | 0,693 | 0,254 | Valid |
| | Item6 | 0,282 | 0,254 | Valid |
| | Item 7 | 0,274 | 0,254 | Valid |

Source : Processed Data from SPSS 22 Output Results Table 2

Test Result Reabilitas X1,X2,X3, And Y.

| Variabel | N Of Item | Cronbach's Alpha | Description |
|----------|-----------|------------------|-------------|
|----------|-----------|------------------|-------------|

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(Windartini et al)

| | | | |
|----|---|-------|----------|
| Y | 5 | 0,622 | reliabel |
| X1 | 4 | 0,625 | reliabel |
| X2 | 6 | 0,646 | reliabel |
| X3 | 7 | 0,693 | reliabel |

Source : Processed Data from SPSS 22

The reliability coefficient of compensation, motivation, work environment and employee performance has strong reliability with Cronbach's Alpha > 0.60. Therefore, it can be concluded that the instrument is reliable enough to be used as a data collection tool.

Autocorrelation test results

Table 3
Normality Test

| | | Unstandar dized Residual |
|----------------------------------|----------------|--------------------------|
| N | | 58 |
| Normal Parameters ^{o b} | Mean | .000000 |
| | Std. Deviation | 1.3963684 |
| Most Extreme Differences | Absolute | 0 |
| | Positive | .091 |
| | Negative | -.091 |
| Test Statistic | | .091 |
| Asymp. Sig. (2-tailed) | | .200 ^{***d} |

One-Sample Kolmogorov-Smirnov Test

Source : Processed Data from SPSS 22 Output Results

The table shows the results of the One Sample Kolmogorov-Smirnov Test, which shows a significant value of 0.200 > 0.05, so it can be concluded that the regression model in this study is normal. Compensation Linearity Test (X1) Against Employee Performance (Y)

ANOVA Table

| | | | Sum of Squares | Df | Mean Square | F | Sig. |
|----|----------------|--------------------------|----------------|----|---------------|-------|------|
| Y | Between Groups | (Combined) | 41.870 | 5 | 8.374 | 2.048 | .087 |
| XI | | Linearity | .191 | 1 | .101 | .047 | .830 |
| | | Deviation from Linearity | 41.679 | 4 | 10.420 | 2.548 | .058 |
| | Within Groups | | 212.630 | 52 | 4.089 | | |
| | Total | | 254.500 | 58 | | | |

Source : Processed Data from SPSS 22 Output Results

Based on the ANOVA output of the Compensation Table (X1) on Employee Performance (Y) above, the sig value is 0.058, which means it is greater than the level of 0.05. So there is a linear effect between compensation (X1) and Employee Performance (Y).

Linearity Test of Motivation (X2) on Employee Performance (Y)

ANOVA Table

| | | | Sum of Squares | Df | Mean Square | F | Sig. |
|---------|----------------|---------------------------------|----------------|----|-------------|-------|------|
| Y X2 | Between Groups | (Combined) | 21.158 | 2 | 10.579 | 2.484 | .092 |
| | | Linearity | 20.910 | 1 | 20.910 | 4.929 | .031 |
| | | Deviation from Linearity | .248 | 1 | .248 | .059 | .810 |
| | Within Groups | | 233.342 | 55 | 4.243 | | |
| Total | | | 254.500 | 58 | | | |

Source : Processed Data from SPSS 22 Output Results

Based on the ANOVA output of the Motivation Table (X2) on Employee Performance (Y) above, the sig value is 0.810, which means it is greater than the 0.05 level. So there is a linear relationship between the Motivation variable (X2) and Employee Performance (Y).

Work Environment Test (X3) to Employee Performance (Y)

ANOVA Table

| | | | Sum of Squares | Df | Mean Square | F | Sig. |
|----------|----------------|--------------------------|----------------|----|-------------|-------|------|
| Y* X3 | Between Groups | (Combined) | 8.079 | 3 | 2.693 | .590 | .624 |
| | | Linearity | 4.921 | 1 | 4.921 | 1.078 | .304 |
| | | Deviation from Linearity | 3.158 | 2 | 1.579 | .346 | .709 |
| | Within Groups | | 246.421 | 54 | 4.563 | | |
| Total | | | 254.500 | 58 | | | |

Source: Processed Data from SPSS 22 Output Results

Based on the ANOVA output of the Work Environment Table (X3) on Employee Performance (Y) above, a sig value of 0.709 was obtained, which means it is greater than the error level of 0.05. So there is a linear relationship between the Work Environment variable (X3) and Employee Performance (Y).

UJI F

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|---------------|----------------|-------------------|
| 1 | Regression | 149.834 | 3 | 49.945 | 329.571 | .000 ^b |
| | Residual | 8.183 | 55 | .152 | | |
| | Total | 158.017 | 58 | | | |

ANOVA

a. Dependent Variable: Y

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

From the calculation result table above, it can be seen that F count is 329,571 and F table with a significance level of 5%. And the calculation result of F Table above, it can be seen that F count > F table is 329,571 > 2.77. So that the three independent variables, namely compensation, motivation and work environment together affect employee performance at PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency.

Model Summary

(Path Analysis)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .974 ^a | .948 | .945 | .389 |

From the table, it can be seen that the coefficient of determination (R^2) is 0.948, meaning that 94.8% of employee performance variables can be explained by compensation, motivation and work environment variables. The influence outside the model is 5.20%.

| | | KOMPENSASI | MOTIVASI | LINGKUNGAN KERJA |
|------------------|---------------------|--------------------|----------|---------------------|
| COMPENSATION | Pearson Correlation | 1 | -.019 | .287 ^{**} |
| | Sig. (2-tailed) | | .888 | .029 |
| | N | 58 | 58 | 58 |
| MOTIVATION | Pearson Correlation | -.010 | 1 | .139 |
| | Sig. (2-tailed) | .888 | | .298 |
| | N | 58 | 58 | 58 |
| WORK ENVIRONMENT | Pearson Correlation | .287 ^{**} | .139 | 1 |
| | Sig. (2-tailed) | .029 | .298 | |
| | N | 58 | 58 | 58 |

It can be seen that the correlation of compensation with motivation is -0.019. The correlation of compensation with work environment is 0.287. The correlation of motivation with work environment is 0.139.

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| | | 1 | (Constant) | 28.978 | | |
| | Compensation | .271 | .064 | .264 | 4.203 | .000 |
| | Motivation | -.153 | .056 | .153 | 2.721 | .009 |
| | Work Environment | -.209 | .016 | .063 | 13.463 | .000 |

(path analysis)

$$Y = 0,264 X_1 + 0,153 X_2 + 0,063 X_3 + 0,052$$

- a. The effect of compensation on employee performance is 0.264

- b. The influence of motivation on employee performance is 0.153.
- c. The influence of the work environment on employee performance is 0.063.
- d. The coefficient of determination (R²) is 0.948, meaning that 94.8% of the variables of compensation, motivation, and work environment have a large influence on employee performance.
- e. The influence of other variables on the variables studied is $(S_2) = (82) = 1 - R^* = 1 - 0.948 = 0.052$

Table 4

Autocorrelation test results (model two)

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .989 ^a | .978 | .961 | 7.35358 | 2.471 |

a. Predictors: (Constant), ROA, BOPO, GCG

b. Dependent Variable: NP

Hypothesis Testing Results

Table 5

Hypothesis testing of all variables simultaneously

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 26817.933 | 2 | 13408.967 | 95.769 | .000 ^b |
| | Residual | 700.067 | 5 | 140.013 | | |
| | Total | 27518.000 | 7 | | | |

a. Dependent Variable: ROA

b. Predictors: (Constant), BOPO, GCG

Table 6

Hypothesis testing of all variables simultaneously

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 9564.575 | 3 | 3188.192 | 58.959 | .001 ^b |
| | Residual | 216.300 | 4 | 54.075 | | |
| | Total | 9780.875 | 7 | | | |

- a. Dependent Variable: NP
- b. Predictors: (Constant), ROA, BOPO, GCG

DISCUSSION

a. Compensation Affects Employee Performance

Based on the results that have been carried out, it can be generally known that the compensation variable has a significant effect on employee performance at PT. Perkebunan Nusantara V Air Molek-II, Sungai Lata District, Indragiri Hulu Regency, it can be said that compensation can improve employee performance optimally. This can be shown from direct financial compensation and indirect financial compensation. Increasing employee performance can be measured from the increasing ability and skills of employees in working and increasing employee work motivation. In improving employee performance and ensuring a good working atmosphere, this is important for management to consider. If the company has an unclear organizational structure, it is possible that an employee will receive instructions from two leaders. For example, at the same time this can have a negative effect, namely confusing employees to carry out the instructions.

b. Motivation Affects Employee Performance

Motivation has a close relationship with the performance of an employee. The formation of strong motivation will produce good results or performance, as well as the quality of the work carried out. Motivation itself will stimulate employees to mobilize their abilities so that they are able to show good performance

c. Work Environment Affects Employee Performance

The results of the study indicate that the work environment has a positive and significant effect on employee performance for PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency, so it can be concluded that there is an influence of the work environment on employee performance

CONCLUSION

- a. Compensation (X1) affects the performance of permanent employees (Y) in the general administration section at PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency.
- b. Motivation (X2) affects the performance of permanent employees (Y) in the general administration section at PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency.
- c. Work Environment (X3) affects the performance of permanent employees (Y) in the general administration section at PT. Perkebunan Nusantara V Kebun Air Molek-II, Sungai Lala District, Indragiri Hulu Regency.

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