

## **Employee Performance Improvement : Compensation and Motivation Sequences**

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### **Abstract.**

Human Resource Management in Indonesian organization is right now under exceptional investigation from different gatherings. How well HR is overseen will decide the accomplishment of the association later on. Human asset the board will be a vital piece of the errand of authoritative administration. PT Adimas Cipta Karya Pratama is one of Telkom's accomplices, which is occupied with the development and support of the organization founded and expected to empower the development of broadband access networks in the Greater Bandung zone. Notwithstanding the establishment of broadband access organizations, different administrations gave are Network Terminal Equipment (NTE), just as Operations and Maintenance Management Services (O&M - Operation and Maintenance). PT. Adimas Cipta Karya Pratama is needed to be capable of settling issues identified with client objections appropriately, one of them is given an affirmation specialist that examines and resolves the issue. The higher the degree of interference goal, the better presentation. In the most recent year, there was a decline in the acknowledgment of execution confirmation specialists, numerous components caused this, yet the greatest sign was a low inspiration and pay. This examination means to research the impact of remuneration and inspiration to specialized confirmation performance, utilizing quantitative strategy and numerous relapse as a technique for speculation testing, the result appeared from 82 respondents taken that all the while pay and inspiration have a positive and huge impact on worker execution by 70,2%, yet incompletely, pay doesn't influence representative execution and just inspiration that have a positive and huge impact on execution.

**Keyword:** Assurance Technician, Employee Performance, Compensation, Motivation

### **Introduction.**

Human resources are the main factor in managing an association to accomplish its objectives. Capable HR has great execution and order can uphold the achievement of an organization. Human asset the executives is an affecting variable in gathering these requirements. Dessler (2015) states human asset the board is the way toward getting, preparing, surveying, and remunerating workers and overseeing work relations, wellbeing and security, and matters identified with equity. In the meantime, Simamora in Sutrisno (2015) expresses that human asset the board is the utilization, advancement, evaluation, compensation, and the executives of individual individuals from associations or gatherings of laborers.

PT Adimas Cipta Karya Pratama is one of Telkom's partners, which is engaged in the construction and maintenance of network infrastructure. PT Adimas Cipta Karya Pratama was established on July 12, 2010. The presence of PT Adimas Cipta Karya Pratama is required to empower the development of broadband access networks in the Greater Bandung territory. Notwithstanding the establishment of broadband access organizations, different administrations

given by PT Adimas Cipta Karya Pratama are Network Terminal Equipment (NTE), just as Operations and Maintenance Management Services (O&M - Operation and Maintenance) for broadband access organizations. The foundation of PT. Adimas Cipta Karya Pratama is essential for PT. Telkom's obligation to keep on creating broadband organizations to give limitless admittance to data and correspondence for all Indonesians. Assurance technician is a position in the unit (IOAN / ASSURANCE) that has the duty, authority, and responsibility to make improvements to Indihome services, as well as analyze and resolve problems with Indihome customer services. Each Assurance Technician has a goal of solving 3-4 interruptions per day with a duration of no more than 2 hours for each interruption. The higher the level of interruption resolution, especially if it reaches the daily target, the better the performance of an Assurance Technician. Table 1 shows the target data and works realization of the Assurance Technician at PT.ACKP.

**Table 1.1**  
**Target and Realization of Employee Performance of PT. Adimas Cipta Karya Pratama**  
**Year of 2016 - 2020**

| Year | Number of Employees | Target | Realization | Percentage (%) | Employees Reach | Percentage (%) | Employees Did Not Reach | Percentage (%) |
|------|---------------------|--------|-------------|----------------|-----------------|----------------|-------------------------|----------------|
| 2016 | 100                 | 1248   | 972         | 77,85%         | 88              | 88%            | 12                      | 12%            |
| 2017 | 100                 | 1248   | 1131        | 90,65%         | 91              | 91%            | 9                       | 9%             |
| 2018 | 100                 | 1248   | 1173        | 94,03%         | 94              | 94%            | 6                       | 6%             |
| 2019 | 100                 | 1248   | 1168        | 93,59%         | 94              | 94%            | 6                       | 6%             |
| 2020 | 100                 | 1248   | 1132        | 90,68%         | 90              | 90%            | 10                      | 10%            |

Source : HR data for PT ACKP 2020

Based on Table 1.1, it can be seen that in 2016 to 2018 the employee performance improvement of PT Adimas Cipta Karya Pratama went well, showing an increase from year to year. In 2018, the realization of the employee performance of PT Adimas Cipta Karya Pratama was able to reach a maximum number (94.03%) calculated over the past 3 years and only 6 employees did not reach the target in 2018. In 2018, the communication between company management and technicians went very well. In 2019, there is a transformation from the old system to the new system starting from July 2019. Therefore all Assurance technicians are still trying to adapt to the implementation of the new system hence employee performance achieved cannot be maximized like in 2018. From 2019 to 2020 the realization has decreased by 4% from (93.59%) to (90.68%) where this number has decreased the achievement of employee performance to 10 people who did not reach the targets implemented by the company.

Sedarmayanti (2017) state performance is something that people actually do and can be observed. Good performance is a performance that is done optimally, that is, a performance that is carried out in accordance with organizational standards, devotes all the abilities you have to complete the job and supports achieving a goal. The creation of high employee performance is uneasy because employee performance can arise if the organization is ready to make conditions that can urge and empower workers to create and improve their capacities and abilities ideally so representatives can make a positive commitment to the organization (Pratiwis, 2018). The significance of remuneration and inspiration in improving representative execution is upheld by past exploration led by Yuliansyah and Marzoeki research in 2018 entitled The Influence of Compensation and Work Motivation on Employee Performance Productivity at PT. Mustika Ratu and Branch Office show that remuneration and inspiration together have a positive and huge impact on worker execution. This shows that the higher the remuneration and inspiration given to workers, the higher the representative's presentation, and the other way around.

Tršková (2014) states in his research, motivation is proven to multiply the performance that can be achieved with certain abilities. Therefore, this relationship could be mathematically described as follows: performance = skill x motivation. The level of performance is influenced by the level of

motivation. Shkoler and Kimura (2020) reveal that worker status can moderate the impacts of characteristic and extraneous inspiration at the degree of weighty work, time, exertion, and work association are additionally affected by country contrasts. Then again, outward inspiration builds the person's drive to work, which is impacted by the association, the actual work, and the worker's current circumstance (Deci and Ryan, 1985; Bauer et al., 2016; Legault, 2016). Qureshi and Sajjaad (2015) in an examination in Saudi Arabia expressed that inspiration and pay will improve execution if the pay is given routinely and is all around oversaw.

With the phenomenon of decreasing performance in Assurance Technicians at PT. Adimas Cipta Karya Pratama, and previous studies which show that compensation and motivation have an effect on employee performance, the authors are interested in conducting a study entitled "**Employee Performance Improvement : Compensation and Motivation Sequences**".

## **Literature Review**

### **Compensation**

Pay is whatever representatives get as a trade-off for their work. Each organization has an alternate pay framework, the framework is customized to the vision, mission, and targets. Pay is all types of monetary returns and substantial administrations and advantages got by representatives as a feature of a working relationship (Milkovich and Newman (1999). Ulrich and Lake (1991) state remuneration as an authoritative capacity identified with enrolling and holding capable representatives and creating skills through viable human assets the executives rehearses. As per Simamora (in Darma and Supriyanto, 2017), pointers for estimating representative pay incorporate the accompanying: 1) Wages and pay rates, Wages are the premise of pay that is frequently utilized for the creation and support of laborers. 2) Incentives, the meaning of impetuses is extra remuneration above or past the compensation or wages given by the organization. 3) Allowances. Advantages are characterized as wellbeing and life coverage, annuity plans, organization-borne occasions, and different advantages identified with work connections. 4) Facilities The meaning of offices is, for the most part, identified with happiness, for example, organization vehicles, admittance to organization planes, extraordinary parking garages, and pleasure for representatives.

This hypothesis was additionally utilized in an examination explored by Darma and Supriyanto entitled *The Effect Of Compensation On Satisfaction And Employee Performance*. The clarification as per Simamora (in Sinambela, 2016) comprises of two kinds, in particular Financial Compensation and Non-Financial Compensation. Monetary pay can be separated into direct remuneration, for example, (a) essential compensation, b) appropriate compensation, motivation installments, rewards, commissions, benefit-sharing, benefit sharing and offer dissemination, and (c) pay contrasts, to be specific reserve funds and offer buy annuity programs. At that point, roundabout remuneration comprises of (a) benefits programs, specifically health care coverage, life coverage, annuity, and work protection, (b) installments outside working hours as a get-away program, yearly leave and maternity leave, (c) vehicles, office space, and a parking spot. Non-monetary remuneration can be partitioned into (a) work with fascinating assignments, challenges, obligations, acknowledgment, and pride and (b) natural work, as a wellbeing strategy, able chiefs, a cheerful working climate, and an agreeable workplace.

Hasibuan (2008), that is, one of the goals of compensation is job satisfaction which will affect employee performance. With a sense of satisfaction from the compensation, it will encourage employees to work optimally. The effect of compensation on performance is also proven by research conducted by Okwudili, B. E, and Edeh Friday Ogbu in 2017 who conducted research on civil servants in Nigeria. This study shows significant results that direct compensation is positively related to employee performance. Similar research conducted by Andri Aprurroji in 2019 also showed the same results, namely, compensation has an influence contribution of 50.83% on employee performance. From the consequences of these investigations, it very well may be reasoned that pay is expected to help fortify the association's key qualities and encourage the accomplishment of authoritative objectives.

## **Motivation**

Inspiration is perhaps the main component affecting human conduct and execution. Wan and Tan (2013) characterize inspiration as a cycle that stirs, coordinates, and keeps up or keeps up human conduct so it is objective coordinated. Many work inspiration hypotheses were conceived from various methodologies, it happened on the grounds that what was realized was intricate human conduct. So these hypotheses are fundamental for associations in getting representatives (workers) and coordinating (workers) to accomplish something. One of the speculations of inspiration that is broadly utilized is Herzberg's hypothesis of inspiration. Frederick Herzberg partitions Maslow's chain of importance of necessities into low-level requirements (physiological, security, and social) and undeniable level requirements (confidence and self-realization). Herzberg proposed that the most ideal approach to inspire somebody is to meet their undeniable level requirements. In Herzberg's hypothesis of inspiration, spurring factors to incorporate accomplishment, acknowledgment, duty, progress, the actual work, and the chance of creating. a) Achievement is the need to acquire accomplishment in the field of work being taken care of. Somebody who wants to accomplish as a need can urge him to accomplish his objectives. b) Recognition is the need to acquire acknowledgment from the initiative of the work or work that has been accomplished. c) Responsibility is the need to get obligation in the field of work is dealt with. d) Progress (headway) is the need to acquire a professional success (position). e) The actual work (the actual work) is a should have the option to effectively deal with work as per your inclinations and talents.f) The chance of development (the chance of development) is a need to get professional success.

This hypothesis has likewise been tried in an examination entitled Herzberg's Theory of Motivation as a Predictor of Job Satisfaction: A Study of Non-scholastic Community College Employees by Greta Marie Giese and Mejai Bola Avoseh and got research results, specifically relapse investigation for indicator spark components and standards. Generally speaking, position fulfillment demonstrates that over 65% of the inconstancy in by and large work fulfillment is clarified by spurring factors. At the point when different components are controlled for, feeling of achievement, measure of duty, kind of work, a measure of acknowledgment, development, and improvement, and feeling of achievement have huge logical force on by and large work fulfillment. The consequences of his examination clarify that Herzberg's Two-Factor Theory has been generally utilized in different inspiration concentrates in different enterprises and ages. An additional point from Herzberg's Two-Factor hypothesis as it accommodates a person's natural reconciliation and extraneous inspirational elements which could in a perfect world incorporate other inspiration speculations. In detail, Responsibility, Achievement, Growth, Promotion, Recognition, and the actual Job was sorted under the persuasive components that were discovered to be Herzberg discovered to be like Maslow's Self-Actualization and Self-Esteem and needs.

Alderfer's Growth, just as McClelland's Needs Achievement. Associations with Partners. Individual Life, Supervision classified under Herzberg's cleanliness factors are reliable with Maslow's Beliefs, Alderfer's Relational requirements, and McClelland's Affiliate needs. The Status Factor under the sterile factor is like the Need for Power under McClelland's Theory of Need. Therefore, contrasted with other Motivation Theories, Two-Factor Theory gives a more far-reaching set of variables that cover the fundamental inside and outer necessities of people to invest their extra energy into work. In any case, the use of the Two-Factor hypothesis is less pragmatic for current representatives. Inspiration study, as talked about prior, the majority of the exploration discoveries in different nations and enterprises have reasoned that outward factors have impacted their respondents' work fulfillment. The resistance to the discoveries against a hypothesis in which Extrinsic Factors should think of occupation disappointment or an unbiased inclination towards work unmistakably gets down on the impulse for modifying and refreshing the hypothesis set. Subsequently, it is recommended that components classified under Extrinsic Factors ought to be acknowledged as

straightforwardly affecting worker work fulfillment. The regular setting of the Two-Factor Theory may not exclusively be limited to be utilized to decide the respondent's disappointment with the issue of fulfillment; be that as it may, it can additionally widen the extent of utilization by consolidating the two gatherings of Intrinsic and Extrinsic Factors as a determinant gathering and along these lines examining their consequences for the objective respondents.

The connection between inspiration and past execution has been demonstrated by research directed by Hasibuan and Silvy in 2019, utilizes an affiliated methodology, with information assortment as a poll and utilizing soaked examples. The outcomes showed that inspiration has a positive and huge impact on worker execution at PT. Mewah Indah Jaya. And furthermore, research led by Ismawati, Djaelani, and Slamet, entitled *The Influence of Motivation and Work Discipline on Performance in 2017* with an example of 250 individuals utilizing the irregular inspecting technique, showing similar examination results, to be specific, inspiration has a positive and huge impact on worker execution at PT. Gatra Mapan Ngijo Karangploso.

### **Employee Performance**

In taking care of their job, agents produce something many allude to as execution. Execution is the result or level of accomplishment of a person's work in finishing tasks according to the destinations or centers that have been endless supply of time in a particular period. Mangkunegara (2016) portrays execution in light of work in quality and sum achieved by an agent in finishing his commitments according to the obligations assigned to him. At that point, as demonstrated by Diniaty (2014) execution is something to be refined, the achievements showed up, and one's abilities. An introduction marker is something that will be assessed and used as an explanation behind assessing the level of execution. Whether or not the introduction of a public affiliation is worthy or not can be constrained by assessing it. This is in light of the fact that various factors impact the introduction of a relationship, for example, the lifestyle in the affiliation, the work motivation of delegates, and the capacity of individual laborers in completing their work.

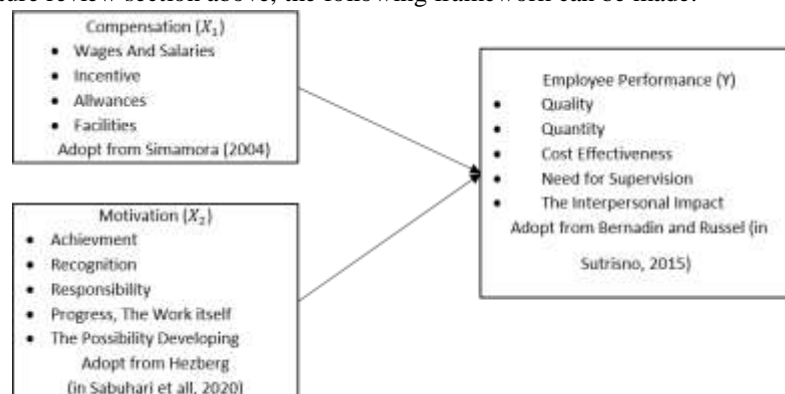
Bernadin and Russel in Sutrisno (2015) propose six fundamental shows that can be used to measure execution, namely: 1) Quality, related to the quality or level of faultlessness of the communication and results of the utilization of work or activities; 2) Quantity, related to the number, units, and example of activities did in a particular period. 3) Timeliness, how much a task or development can be done according to the fated time alongside coordination with the delayed consequences of various activities and boosting the time available for various activities; 4) Cost-feasibility, the best use of progressive resources for achieve the most imperative results or to diminish incidents from each unit of definitive resources; 5) Need for the board, is the level of delegate care in performing their commitments or responsibilities without requiring oversight from supervisors or the executives. 6) Interpersonal impact, is the level where an agent can cause impressions of shared respect, unselfishness, and investment between one specialist and another. Bernadin and Russell's speculation was similarly used in a worldwide journal entitled *The effects of human resource flexibility, specialist competency, various leveled culture change, and occupation satisfaction on delegate execution* which was investigated by Sabuhari, Sudiro, Irawanto and Rahayu.

Sooroshian et al (2015) communicated that the introduction assessment structure for the Service Industry was made by Fitzgerald et al. (1991) which bases on the assistance business. This design follows three related segments, for instance, a controlled model so execution measures are settled; progressive examination stages for execution measures; and execution assessment estimations. There are two essential sorts identified with RDF assessment estimations. The results consolidate genuine measures and financial gauges then determinants join quality, flexibility, resource use, and improvement. These parts are imperative estimations for ground-breaking execution assessment. Another system and estimation for assessing execution were progressed by Neely and Adam (2000). This technique is named Performance Prism, Performance Prism is another

unforeseen development and a sensible structure for the Performance Measurement System. A precious stone is an assessing instrument made reliant on existing characteristics, a game plan of assessing financial backer regard and displays a couple of advancements. According to Milad A.S; Norlena H; and Nor Hasni O. (2012), Performance Prism is flanked by five pointers, specifically accomplice satisfaction, accomplice responsibility, framework, cycle, and limit (Wu, 2009).

### Research Framework and Hypotheses

Based on the literature review and the results of previous research that have been presented in the literature review section above, the following framework can be made:



**Figure 2.1 Research Framework**

Based on the framework above, the hypothesis in this study is as follows:

1. Motivation and compensation simultaneously do not have a positive and significant effect on the employee performance of PT Adimas Cipta Karya Pratama.
2. Compensation, separately, have a positive and significant effect on the employee performance of PT Adimas Cipta Karya Pratama
3. Motivation, separately, have a positive and significant effect on the employee performance of PT Adimas Cipta Karya Pratama.

### Research Methodology

In this study, researchers used associative research with a quantitative approach. According to Sekaran (2006), associative research is research that has the aim of knowing the relationship between variables and how the level of dependence between the independent variable and the dependent variable. This type of research is useful for building a problem formulation and its solution as an effort to predict and mitigate risks. This study uses two data sources, namely primary data, namely employee response data at PT. Adimas Cipta Karya Pratama regarding motivation, compensation, and employee performance obtained through questionnaires and direct interviews with employees who are respondents in this study. In addition to primary data, researchers also used secondary data in the form of literature books and scientific journals as well as official documents from companies.

The object of this research is 82 employees of the Assurance Technicians of PT. Adimas Cipta Karya Pratama. The technicians are scattered in every part of the Bandung Raya area. According to Uma Sekaran (2013) sampling is the process of selecting elements in an adequate and appropriate number from the population, so that sample research and an understanding of traits or characteristics allow us to generalize about traits or characteristics such as population elements. The sampling technique used is saturated sampling or quota where each population is sampled. With this sampling technique, the questionnaire was distributed to all Assurance Technicians at PT Adimas

Cipta Karya Pratama. The data analysis technique used in this research is multiple regression data analysis techniques. According to Malhotra (2004) regression analysis is a statistical procedure for analyzing the relationship between the dependent variable and the independent variable. If there are two or more independent variables, multiple linear regression analysis is used.

### Results And Discussion

Result from validity and reliability test based on the Pearson Product Moment formula, using software SPSS 20, it was found that all statement items on the questionnaire were valid and reliable with the acquisition of r-table values (0.213) and critical point values (0.600). Classic assumption test was taken multicollinearity, normality, autocorrelation and heteroscedity, and the result shown the normality test shows that all samples can be used to carry out the normality test, there is no multicollinearity between the independent variables used in this study, the regression model used is free from autocorrelation disorders, and the data does not experience heteroscedasticity symptoms, because the data points are spread out and are below the number 0. Multiple regression test result in this study can be seen in Table 1.2 below:

**Table 1.2 Multiple Regression Test Results**

| ANOVA <sup>a</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1                  | Regression | 4701,022       | 2  | 2350,511    | 93,068 | ,000 <sup>b</sup> |
|                    | Residual   | 1995,222       | 79 | 25,256      |        |                   |
|                    | Total      | 6696,244       | 81 |             |        |                   |

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivasi, Kompensasi

With a value of  $\alpha$  0.05, numerator 2, and denominator 79, then the value of  $F_{\alpha}(N)(D)$  is 3.112. Meanwhile, based on the Anova test, it was found that  $F_{count}$  was 93.068 which means it was greater than  $F_{table}$ , so it was decided to accept the hypothesis. The basis for decision making is also supported by significance values. Based on the calculations, a significance value of 0 is obtained which is smaller than 0.05. Based on the two results of these calculations, it can be concluded that compensation and motivation simultaneously have a positive and significant effect on employee performance

The coefficient of determination in essence is to measure the model's ability to explain the dependent variable. An  $R^2$  (R square) value that is close to one means that the independent variable provides almost all the information needed to predict the dependent variables. In this connection, the calculation results of the coefficient of determination are presented in Table 1.3

**Table 1.3 Test Results of the Coefficient of Determination  
Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | ,838 <sup>a</sup> | ,702     | ,694              | 5,026                      |

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

(Source : Questionnaire 2020 Run By SPSS Ver 20)

Based on the output above, it is known that the R Square value is 0.702, this means that the effect of the Compensation (X1) and Motivation (X2) variables simultaneously on the Performance Variable (Y) is 70.2%. the remaining effect of 29.8% is caused by other variables outside the study.

**Table 1.4 t-test Results**

| Model        | Coefficients <sup>a</sup>   |            |                           |        |      |                         |       |
|--------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
|              | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |       |
|              | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1 (Constant) | 3.701                       | 3.667      |                           | 1.009  | .316 |                         |       |
| Compensation | -.012                       | .108       | -.009                     | -.111  | .912 | .567                    | 1.763 |
| Motivation   | .694                        | .067       | .844                      | 10.347 | .000 | .567                    | 1.763 |

(Source : Questionnaire 2020 Run By SPSS Ver 20)

**• Partial Hypothesis Testing Compensation (X<sub>1</sub>)**

Based on the significant value of the SPSS output, the confidence level used is 95%,  $\alpha = 0.05$ . If the value is sig.  $< 0.05$ , the independent variable has a significant effect on the dependent variable. if sig.  $> 0.05$ , the independent variable has no effect on the dependent variable. Then the t-table formula is as follows:  $t(\alpha / 2; n-k-1) = (0.05 / 2; 82-2-1) = (0.025; 79)$ , so that the t-table value is 1.990.

From the results of the multiple regression analysis, the t-count value is  $-0.111 < t$ -table of 1.990 and a significance value of 0.912 is bigger than significance level of 0.05. So it can be concluded that the compensation (X1) has no significant effect and the value of t-count is negative, which shows that compensation does not affect employee performance.

**• Partial Hypothesis Testing Motivation (X<sub>2</sub>)**

Based on the significant value of the SPSS output, the confidence level used is 95%,  $\alpha = 0.05$ . If the value is sig.  $< 0.05$ , the independent variable has a significant effect on the dependent variable. if sig.  $> 0.05$ , the independent variable has no effect on the dependent variable. Then the t-table formula is as follows:  $t(\alpha / 2; n-k-1) = (0.05 / 2; 82-2-1) = (0.025; 79)$ , so that the t-table value is 1.990.

From the results of the multiple regression analysis, the t-count value is  $10.347 > t$ -table is 1,990 and a significance value of 0.000 is lower than a significance level of 0.05. So it can be concluded that motivation (X2) has a significant effect on employee performance (Y). A positive t-value indicates that the work environment has a direct relationship with employee performance, which means that the better the motivation, the better the employee's performance.

**Conclusions**

Based on the results of the analysis of data processing in this study, some conclusions can be summarized as follows:

1. Compensation and motivation simultaneously have a positive and significant effect on employee performance. So that the high and low levels of performance that occur at PT.Adimas Cipta Karya Pratama are a result of the high and low levels of compensation and motivation
2. Compensation has a negative and non significant effect on employee performance at PT. Adimas Cipta Karya Pratama, That is, high or low compensation values will not affect the level of performance of employees at PT.Adimas Cipta Karya Pratama.
3. Motivation has a positive and significant effect on employee performance at PT. Adimas Cipta Karya Pratama, this is evidenced by the results of regression analysis and it can be concluded that the second hypothesis is accepted. The high performance of an employee can be helped by motivation by the company so that it affects the expected performance of

the employee. Motivation given to employees should be maintained or added by PT Adimas Cipta Karya Pratama so that employees can improve their performance even better

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