THE INFLUENCE OF COMPENSATION, TEAMWORK, AND WORK MOTIVATION TOWARD JOB PERFORMANCE AT PT. TELU SUKSES BERSAMA IN CIKARANG

Muhammad Riqi[1], Erny Hutabarat[2]
[1,2]President University
Email: muhammad.riqi@student.president.ac.id

ABSTRACT

The purpose of this study was to determine the factors that affect the performance of employee at PT Telu Sukses Bersama in Cikarang. The company has several ups and downs on performance during year 2015-2019 and hit the lowest result in 2019. This study predicts that there were several factors that influence employee performance, namely compensation, teamwork, and work motivation based on the interview with HR staff. Total number of population was 306 (on 25 June 2020) employees. Quantitative descriptive method was used where data was collected through questionnaires with random sampling methods. Then data was analyzed using SPSS, Smart PLS, and Microsoft Excel 2010. The results showed that Compensation has significant influence on Job Performance, Teamwork has significant influence on Job Performance, also with Work Motivation has significant influence on Job Performance.

Keywords: *Compensation, job performance, teamwork, work motivation*

1. Introduction

Success in a company can be achieved by improving the performance of its employees (Rahadi & Ocktaliani, 2019). In modern times nowadays, competition in the workforce is increasingly competitive. The employees must have competencies, abilities and qualities enough to be able to compete with other employees in carrying out their duties and its obligations. The main goal of any business enterprise is to achieve and produce higher job performance and boost organizational productivity by taking successful steps to encourage workers to achieve and achieve higher jobs (Inuwa, 2016).

PT Telu Sukses Bersama is an organisation that runs its business in the second process industry, grinding and buffing, and recruitment services. The location of the company is in Cikarang, Indonesia. PT Telu Sukses Bersama cooperates with PT Kyowa Indonesia in Cikarang west Java, PT. Ihara Manufacturing Indonesia in Karawang west java, and Nusametal the division from Astra Otoparts, all of them are automotive companies, and the activity is processing the goods from the raw material into fine material. As a collaboration business with different firms, PT Telu Sukses Bersama must perform well and satisfy its corporate partners' requirements. Encouragement is important to achieve best results such that the performance of the company remains the best and the demands are met. The following illustrates the recapitulation for the production department of PT Telu Sukses Bersama:
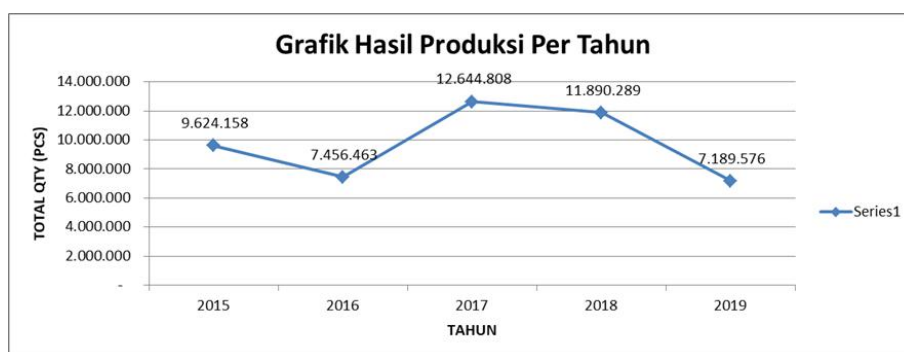

Figure 1. Production Result of 2015-2019 PT Telu Sukses Bersama

From the data in figure 1, at PT Telu Sukses Bersama can be seen there are several ups and downs, especially from 2018, the production result was decreasing and in 2019 are the lowest from the last five years. Attainment of work result of the company can add problem later on the day because it can make the company partners unsatisfied with the work of PT Telu Sukses Bersama. Achievement of this work result can represent measuring job performance.

The output of employees has always been important to organizational managers (Inuwa, 2016) . Likewise, the performance of employees is a significant building in an organization, so that the organizations can be effective in aspects that underlie high performance needs to be closely examined (Inuwa, 2016).

According to Stephen and Timothy in (Amelia, 2019) states Teamwork is an independent community whose activities are more effective than the amount of individual contributions. Many factors directly and indirectly influence employee's performance including skill, experience, work design, character, motivation, style of leadership , organizational culture, career growth, compensation , job satisfaction, working and social environment, commitment, engagement and discipline (Widodo, 2015).
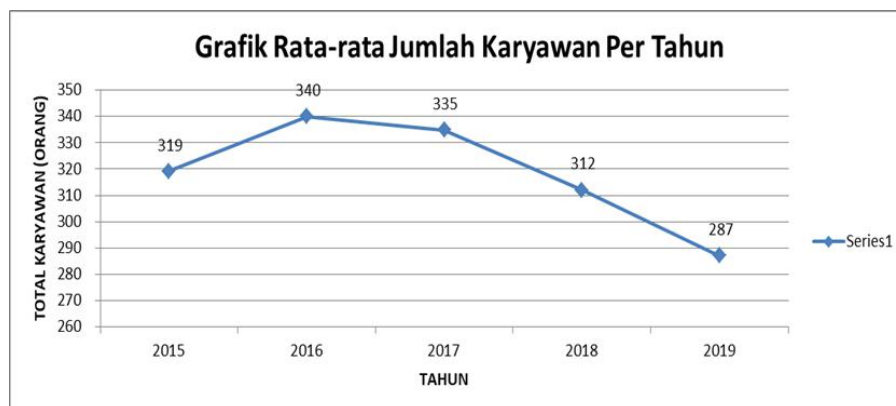

Figure 2. Availability of PT Telu Sukses Bersama Employees

From the above data, it can see the number of available employees, since 2016 the number of employees has decreased until 2019, thereby affecting the amount of production that has declined. Based on the results of interviews with HR at PT Telu Sukses Bersama, there are several reasons for the reduction in employees, such as employees who get better jobs with higher salaries/compensation, a right work environment, and coworkers.
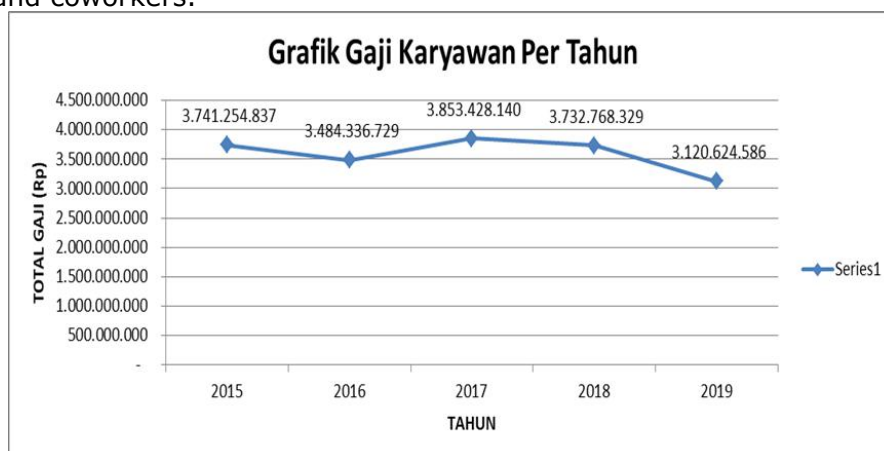

Figure 3 Employee Salary from 2015-2019

From the above data, it can be seen the changes that occur in the provision of salaries, and 2017 to 2019 there was a decrease in salary giving. In 2019 are the lowest for the last five years. A reduction followed this in employees that occurred at PT Telu

Sukses Bersama as well as the performance achieved. From the inconsistency can happen by some factor, for example, the existence of work motivation and teamwork between employees making job performance become decrease.

Compensation is a form of compensation for employees provided to the company it can be financial or non-financial fixed period. According to Gary Dessler from (Panjaitan, Sinaga, & Manurung, 2018) employee compensation is all forms of payment or gifts given to employees and appear from their work and has two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses), and no payments direct (in the form of financial benefits such as insurance and vacation money paid by the company).

According to Kaswan in (Sibrani & Minar, 2018) A team is a group of dependents in a task who have a collective responsibility for the outcomes, who perceive each other as a social entity incorporated into a larger social structure (e.g. a business unit or company) and who manage their relationships beyond limits.

Motivation is the provision of a driving force that creates excitement for someone so that they are willing to cooperate, work effectively and are integrated with all their efforts to achieve satisfaction stated Hasibuan in (Fachreza, Musnadi, & Abd Majid, 2018). Motivation is a tendency to do activity, starting from the drive in oneself (drive) and ending with adjustment, adjustment is said to satisfy the motive Mangkunegara in (Fachreza, Musnadi, & Abd Majid, 2018) . Mental attitude of employees who are professional and always act and think positively about work situations is a motivating employee able to strengthen the motivation to work achieve maximum performance.

From Hasibuan as cited by (Hakim & Amin, 2016), define the work performed in the carrying out of work assigned to the employees. Performance is a work result that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with their respective authorities and duties, in an effort to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals and ethics.

Performance assessment in the opinion of Pasolong in (Gumilar R, 2018) is an evaluation of success or someone's failure in carrying out their duties. If the performance appraisal against bureaucracy, means evaluating the success or failure of the bureaucracy in running his job as a public servant

From the phenomena currently faced by PT Telu Sukses Bersama, the researcher tries to examine several factors that affect job performance following the background of the problem, in here, the researcher wants to know the effect of compensation, teamwork, and work motivation on the job performance of PT Telu Sukses Bersama in Cikarang.

Further details concerning the responses to the following questions are required to achieve the aims of the study, educate staff, the organization or associates and use it for future research as fundamental literacy.

1. Is there are any influence for compensation toward job performance of PT Telu Sukses Bersama?
2. Is there are any influence for teamwork toward job performance of PT Telu Sukses Bersama?
3. Is there are any influence for work motivation toward job performance of PT Telu Sukses Bersama?

2. Methodology

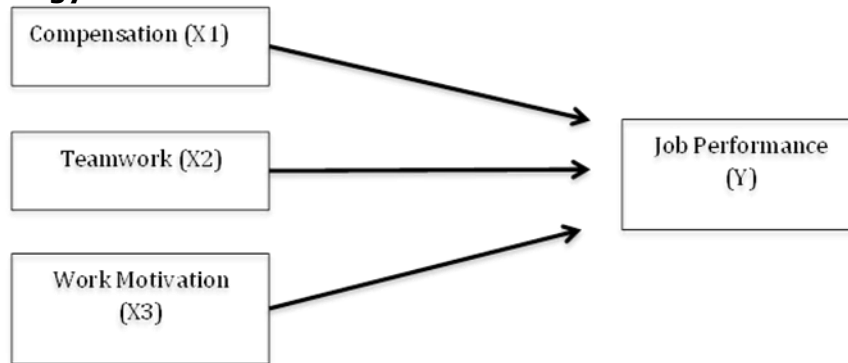Figure 4. Theoretical Framework (Source: Nathania (2016), Sibrani & Minar (2018), Muchtar (2016), Hakim & Amin (2016)

The hypothesis is formulated as follows:
H1: Compensation has a significant effect on job performance
H2: Teamwork has a significant effect on job performance
H3: Work motivation has a significant effect on job performance
The theoretical framework shows that factors Compensation, Teamwork, Work Motivation that influence to the Job Performance.
Types of Research
       The researcher is using quantitative method because it is about making prediction and to test hypotheses, and also to make sure and validate. Then, the data needed are in the form of number. In order to decrease the exaggeration, the investigator shall also gather vast volumes of evidence. A significant sample of the population of the chosen area should have been given in quantitative analysis.
Population and Sample Research
       There were 306 workers working at PT Telu Sukses Bersama in this report. For the calculation of the number of samples uses the Slovin formula. The Slovin formulation is a statistical system used to measure the population of such objects whose unique features have not been defined. The formula we use to calculate samples number is the following in mathematical terms:
$n = N/(1+Ne^2)$
n = Number of Samples
N = Total Population
e = Error Tolerance Limit
So, the sample size is
$n = N/(1+Ne^2) = 306/(1+((306)\ (0.05)^2)) = 173.37\ (174)$ as the minimum of respondents.
Research Variables
       The independent variables are compensation (X1), teamwork (X2), work motivation (X3). For dependent variable are job performance (Y)
Data Analysis
       SEM is the tool for data processing in this report. A computational technique capable of analyzing the patterns of connections between latent constructions and indicators, latent structures together and direct measurement errors is structural equation modeling (SEM). Structural equation models. SEM is the description of the two figures Econometric approaches, including factor analysis and simultaneous model equation (Haryono, 2016) . This analysis also utilizes the Partial Least Square (PLS) approach and is aided by data processing tools of SmartPLS 3.0. PLS can be a structural modeling approach that demonstrates the connection between hypothetical buildings (Haryono, 2016).
   As a data collection tool, the questionnaire and the respondents are the first step in their identity. If the respondent does not comply with several conditions, the respondent can not continue to proceed. However, if necessary, the second step can be taken. The

second step is to address some of the issues raised by predetermined variables and indicators (Sugiyono, 2017) . The questionnaire was completed using a Likert scale by respondents. In this Likert scale, a questionnaire to show their degree of agreement with a variety of issues was asked to be submitted by the respondents. In this Likert scale, the degree of approval consists of 5 scales with gradations from strong disagreement (SD) to strong agreements (SA) (Hermawan & Amirullah, 2016)

3. Result and discussion

Measurement model

Table 1. Measurement Model

Variable	ITEMS	OUTER LOADING
COMPENSATION (X1)	CO1	0.770
	CO2	0.829
	CO3	0.717
	CO4	0.819
	CO7	0.709
TEAMWORK (X2)	TW1	0.655
	TW2	0.663
	TW3	0.736
	TW4	0.772
	TW5	0.737
	TW6	0.806
	TW7	0.778
	TW8	0.784
	TW9	0.820
WORK MOTIVATION (X3)	WM5	0.892
	WM6	0.903
JOB PERFORMANCE (Y)	JP1	0.704
	JP2	0.688
	JP3	0.718
	JP4	0.706
	JP5	0.738
	JP6	0.810
	JP7	0.732
	JP8	0.779

(Source: Primary Data, Processed with SmartPLS 3.0, 2020)

Convergent validity is accomplished by looking at the reliability of the item (validity indicator), shown by the value of the loading factor. The loading factor is a number that illustrates the association between a query item's score and the indicator constructs score that tests the construct. The value of the loading factor is greater than 0.7 and this is said to be true. The loading factor limit used was 0.7 in this analysis. The value of outer loading = 0.5 can still be tolerated to be included in a model that is still under development and below the value of 0.50 can be removed from the analysis stated by Sarwono in (Noviyanti & Nurhasanah, 2019). Based on the table above, after the new calculations the results shows that every value from each indicators are higher than 0.5, so it is reliable enough. The results of the load factor can be shown after processing the data using SmartPLS 3.0 as shown in the table above

For discriminant validity is achieved by looking at the cross-loading value of the build calculation. The cross-loading value indicates the magnitude of the association between each construct with its indicator and indicators from other block constructs. A measurement model has good discriminant validity if the correlation between the construct and its indicator is higher than the correlation with indicators from other block constructs. The effects of cross-loading can be seen in the following table after processing the data by SmartPLS 3.0:

Table 2. Discriminant Validity

	Compensation	Teamwork	Work Motivation	Job Performance
CO2	0.829	0.336	0.333	0.365
CO3	0.717	0.371	0.307	0.398
CO4	0.819	0.469	0.392	0.405
CO7	0.709	0.542	0.492	0.508
TW1	0.401	0.655	0.343	0.447
TW2	0.414	0.663	0.399	0.501
TW3	0.430	0.736	0.451	0.580
TW4	0.361	0.772	0.497	0.510
TW5	0.401	0.737	0.456	0.524
TW6	0.469	0.806	0.545	0.571
TW7	0.394	0.778	0.525	0.618
TW8	0.393	0.784	0.471	0.561
TW9	0.437	0.820	0.551	0.653
WM5	0.420	0.539	0.892	0.509
WM6	0.432	0.593	0.903	0.534
JP1	0.340	0.558	0.479	0.704
JP2	0.363	0.571	0.445	0.688
JP3	0.385	0.455	0.440	0.718
JP4	0.377	0.497	0.336	0.706
JP5	0.418	0.534	0.412	0.738
JP6	0.385	0.621	0.466	0.810
JP7	0.396	0.504	0.346	0.732
JP8	0.444	0.583	0.478	0.779

(Source: Primary Data, Processed with SmartPLS 3.0, 2020)

From the cross-loading results in table above, it shows that the correlation value of the construct with the indicator is greater than the correlation value with other constructs. Thus, all latent constructs or variables have good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks.

The construct validity test stage is carried out by observing composite reliability value. If composite reliability has a value > 0.7, the construct is declared reliable, then the construct is declared reliable. For the composite reliability value, the SmartPLS performance results can be seen in Table below:

Table 3. Composite Reliability

Variable	COMPOSITE RELIABILITY
X1 (CO)	0.879
X2 (TW)	0.921
X3 (WM)	0.892
Y (JP)	0.904

(Source: Primary Data, Processed with SmartPLS 3.0, 2020)

The result, composite reliability for the compensation construct = 0.879, teamwork construct = 0.921, work motivation construct = 0.892, job performance construct = 0.904. All values of composite reliability are above 0.70. So, the constructs of compensation, teamwork, work motivation, and job performance already have good reliability or are categorized as reliable.

Structural model

Table below displays the value of the determination coefficient by evaluating the variable ($R2$) or assessing the effect of the independent variable on the variable in question:

Table 4. Determinant Test

Variable	R-Square
Job Performance (Y)	0.583

(Source: Primary Data, Processed with SmartPLS 3.0, 2020)

Based on the table above, the R-Square value for the Job Performance variable was obtained at 0.583. Thus, variable compensation, teamwork, and work motivation are able to explain the variability of the job performance construct by 58.3% and the remaining 41.7% is explained by other constructs outside those examined in this study.

Hypothesis testing.

Hypothesis testing is conducted on the basis of the results of the r-square performance, parameter coefficient, and t-statistic test of the Inner Model (structural model). To see whether, among other things, a hypothesis can be accepted or dismissed by paying attention to the importance of meaning between constructs, T-statistics, and p-values. With the help of Smart PLS (Partial Least Square) 3.0 software, the hypothesis testing was performed. From the bootstrapping observations, these values can be seen. In this analysis, the rule of thumb used is t-statistic > 1.96 with a p-value significance level of 0.05 (5 percent) and a positive beta coefficient. The importance of testing the hypothesis can be seen in the table and it is possible to explain the effects of this research model as shown in Figure below:

The first hypothesis test is Compensation has influence on Job Performance.

The test shows that the coefficient value of compensation toward job performance is 0.148 and the t-statistic is 2.926 it means that from t-statistic is significant, because >1.96 with p-value <0.05 which mean the first hypothesis is accepted. It proves that Compensation have a significant influence to Job Performance.

The second hypothesis test is Teamwork has influence on Job Performance.

The test shows that the coefficient value of compensation toward job performance is 0.558 and the t-statistic is 8.935 it means that from t-statistic is significant, because >1.96 with p-value <0.05 which mean the third hypothesis is accepted. It proves that Teamwork has a significant influence on Job Performance.

The third hypothesis test is Work Motivation has influence on Job Performance.

The test shows that the coefficient value of compensation toward job performance is 0.159 and the t-statistic is 2.654 it means that from t-statistic is significant, because >1.96 with p-value <0.05 which means the third hypothesis is accepted. It proves that Work Motivation has a significant influence to Job Performance.
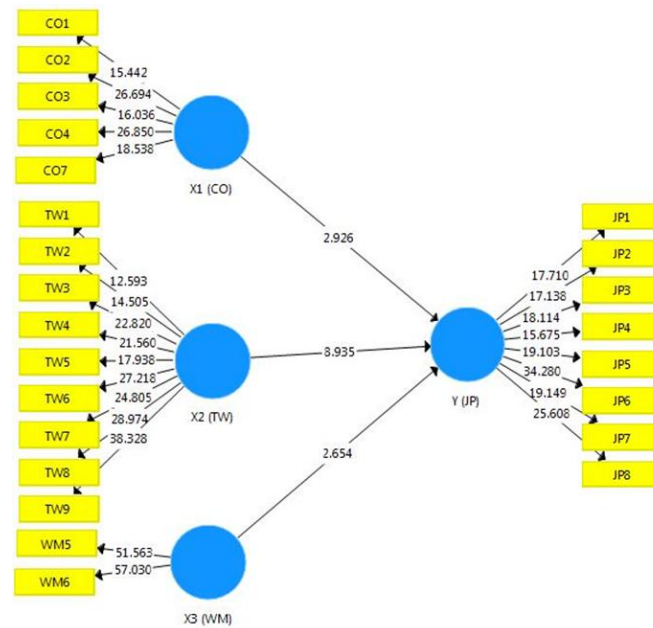
The Influence of Compensation on Job Performance

Figure 5. Inner Model
(Source: Primary Data, Processed with SmartPLS 3.0, 2020)

Table 5 Hypothesis

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (|O/STDEV|)	P-Values
X1 (COMPENSATION) -> Y (JOB PERFORMANCE)	0.148	0.150	0.051	2.926	0.003
X2 (TEAMWORK) -> Y (JOB PERFORMANCE)	0.558	0.562	0.062	8.935	0.000
X3 (WORK MOTIVATION) -> Y (JOB PERFORMANCE)	0.159	0.157	0.060	2.654	0.008

(Source: Primary Data, Processed with SmartPLS 3.0, 2020)

From the hypothesis results, it shows that compensation has a positive influence on job performance. It is also supported with the significant result from the calculation by Smart PLS. From the previous research, by Verozika Andry (2018) which states that compensation has a significant effect on job performance. It means that, if the company gives higher compensation, it will encourage the employees to have a high performance.

The Influence of Teamwork on Job Performance

From the hypothesis results, it shows that teamwork has a positive influence on job performance. It is also supported with the significant result from the calculation by Smart PLS. In contrast, from the previous research, by Muhti et, al. (2017) stated that teamwork has no significant influence toward job performance. But, in Rika Amelia (2019) stated that teamwork partially has a significant influence toward job performance.

The Influence of Work Motivation on Job Performance

From the hypothesis results, it shows that work motivation has a positive influence on job performance. It is also supported with the significant result from the calculation by Smart PLS. From the previous research, by Verozika (2018) which states that work motivation has a significant effect on job performance. It is also stated in Andika Hermawansyah (2018) that motivation has a significant effect toward employee performance.

4. Conclusion

The researchers have found this in the light of the findings and discussion of the influence of compensation, teamwork, and work motivation to job performance at the PT Telu Sukses Bersama in Cikarang:

Compensation significantly influences job performance at PT Telu Sukses Bersama in Cikarang, it means that H1 are accepted. The better the compensation provided will improve employee performance.

Teamwork significantly influenced job performance at PT Telu Sukses Bersama in Cikarang. It means that H2 are accepted. It means that if the workers have better teamwork it will increase the job performance.

Work Motivation significantly influences job performance at PT Telu Sukses Bersama in Cikarang. It means that H3 are accepted. It means that if the company is able to give the workers a fine motivation, it will increase the job performance.

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