

The Effects of Motivation, Compensation and Communication on Employee Performance Productivity

Dede Hertina¹

Widyatama University, Bandung – Indonesia
dede.hertina@widyatama.ac.id

Muhammad Farhan Zahirsyah²

Widyatama University, Bandung – Indonesia
farhan.zahirsyah@widyatama.ac.id

Dedi Kusramdani³

Widyatama University, Bandung – Indonesia
dedi.kusramdani@widyatama.ac.id

Abstract

The purpose of this study was to determine the effect of motivation, compensation, and communication on employee performance productivity. The population in this study were PT. PLN Pusharlis (Persero) Bandung, amounting to 50 people using purposive sampling obtained a sample of 46 people. The research method used is descriptive analysis of quantitative research forms and multiple linear regression analysis. The data obtained through distributing questionnaires to employees. The hypothesis proposed in this study is that motivation, compensation and motivation have a significant effect on employee performance productivity either simultaneously or partially. The results of this study indicate that motivation, compensation, and communication have a positive and significant effect on the productivity of the employee performance of PT PLN Pusharlis (Persero) Bandung.

Keywords

Motivation, Compensation, Communication, Performance Productivity

To cite this article: Hertina, D.; Zahirsyah, M, F.; and Kusramdani, D. (2021) The Effects of Motivation, Compensation and Communication on Employee Performance Productivity. *Review of International Geographical Education (RIGEO)*, 11(3), 1504-1513. doi: 10.48047/rigeo.11.3.143

Submitted: 20-01-2021 • **Revised:** 15-02-2021 • **Accepted:** 25-03-2021

Introduction

Organizational resources that have an important role in achieving its goals are human resources. Humans are one of the internal resources that can determine the success of a company in carrying out its business activities. Successful managers are those who are able to see human resources as an asset that must be managed according to the company's needs. One way related to human resources in order to become a source of competitive advantage is through increasing human capital to be able to recognize and adapt to an ever-changing environment. Human resources have a very vital and dynamic position in the company. Human resources are important assets and play a role as the main driving factor in the implementation of all company activities. Management is needed to be able to regulate activities within an organization to be effective and efficient. Human resources in the company need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the company's organization. This balance is the main key for the company so that it can develop productively and fairly (Mangkunegara, 2009:1). Human resources are a core factor in an organization. Therefore, the management and development of human resources is very important for organizations (Krismiyati, 2017). Human resource management is carried out to develop and utilize all existing potentials to support the achievement of the desired organizational goals. One of the factors that influence the level of success of a company or organization is the work productivity of its employees. One of the factors that influence the level of success of a company or organization is the work productivity of its employees. Employee work productivity according to Gaol (2014: 273) is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the institution or company. Every company always expects its employees to have high work productivity, because having employees with high work productivity will provide an optimal contribution to the company. By having employees with high work productivity, the company can increase their work productivity. Motivation has become a management task, creating difficult and important problems to solve. Various research results conclude that motivation will affect productivity and increase performance in employees. Motivation comes from the word motive which means encouragement. According to Mathis & Jackson (2006) motivation is a desire in a person that causes that person to take an action. Someone performs these actions for something in achieving goals. Motivation is an impulse that grows within a person. Both those who come from within and from outside themselves to do a job with high enthusiasm using all the abilities and skills they have in order to achieve organizational goals. Success in determining appropriate compensation will determine the quality of human resources at work, which will directly relate to the effectiveness of employee goals and the efficiency of the organization's budget, and will determine how the organization survives in an increasingly competitive business environment. Adequate compensation will affect the performance displayed by employees. When compensation is not in line with the expectations of the employees, what happens is a subtle rejection to a hard rejection through demonstrations. Compensation according to Hasibuan (2017:119) is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company. One way to increase work productivity and motivation is through compensation. Compensation is something that employees receive for the services they contribute to their work in the company. Every action, activity and policy must be made with the intention of achieving a certain goal. Likewise, in the case of this compensation policy, it has certain objectives in addition to the company's main objectives as well as employee performance. Communication in an organization plays a very important role, the importance of communication in the company is where in doing work among fellow employees requires effective communication so that messages about work can be understood. Effective communication will work well if they both understand the meaning of the communication information. According to Koontz, et al. (1990) defines that communication as the delivery of information from the sender to the recipient of information and can be clearly understood by the recipient of the information. Errors in communication will give unfavorable results, can be fatal and not achieve the intended target. Based on observations for the last 1-year (2020), with the Covid-19 pandemic, problems with

performance productivity for PT. PLN Pusharlis (Persero) Bandung employees have increased. This is because during the pandemic employees carry out their company activities by work from home. With the existence of work from home., the productivity of employees' performance, which was originally running normally, has decreased due to the fact that during the work from home. Activities, employees are required to do their work with an alternate system according to their field. This makes the productivity of each employee decrease, because it is less effective and efficient.

Table 1.

Data Productivity Performance PT.PLN Pusharlis (Persero) Bandung

Year	Percentage (%)
2018	94,77
2019	95,68
2020	92,54
2021	93,02

Source: Data Processing Result (2021).

Research Framework

Performance Productivity

Performance productivity is something that is desired by both employers and workers. Employers want their employees' performance to be good for the benefit of increasing work results and company profits. Performance is the result of work achieved by someone based on job requirements. A job has certain requirements to be carried out in achieving goals which are called job standards. Yuniasih and Suwatno (2013) stated that productivity can be measured by two main standards, namely physical productivity and value productivity. Physical productivity can be measured from the aspect of quantity and quality of the products produced, while value productivity can be measured on the basis of the values of attitude, behavior, discipline, motivation, and commitment to work (Yuniasih and Suwatno, 2013:158). Measuring performance productivity can be done through physical productivity measurement which includes quantity and quality aspects, and can also be measured through value productivity which is based on the value of ability, behavior, discipline, motivation and commitment to work. Employee work productivity according to Gaol (2014:686) is an employee's achievement in the work environment. Work productivity is the use or use of human resources effectively and efficiently. High productivity is a reflection of employees who are satisfied with their work and will fulfill all their obligations as employees. Work productivity according to Sunyoto (2015: 36) is technically a comparison between the results achieved and the overall resources used.

Factors Affecting Employee Performance Productivity

Labor productivity is influenced by various factors related to the workforce itself as well as those related to the company environment and government policies as a whole, such as education, skills, discipline, attitudes and work ethics, motivation, nutrition and health, income level, social security, work environment and climate, industrial relations and government policies on production, investment, licensing, technology, fiscal, pricing, distribution and others. These factors can affect employee productivity either directly or indirectly. Work productivity is also influenced by the level of employee attendance in the workplace or employee absences. Productivity may not be achieved optimally if the level of employee attendance is very low.

The Effect of Motivation, Compensation and Communication on Employee Performance Productivity

Research Results Yuli Ermawati, et al. (2017) stated that motivation, compensation and communication have a significant effect on employee performance productivity. However, the results of Tri Ameliya's research (2017) state that motivation, compensation and communication have no significant effect on employee performance productivity. This study is to determine the effect of motivation, compensation, communication on employee performance productivity. The dependent variable is on employee performance productivity while the independent variable is on motivation, compensation, and communication. Based on this description, the framework of thought is as follows:

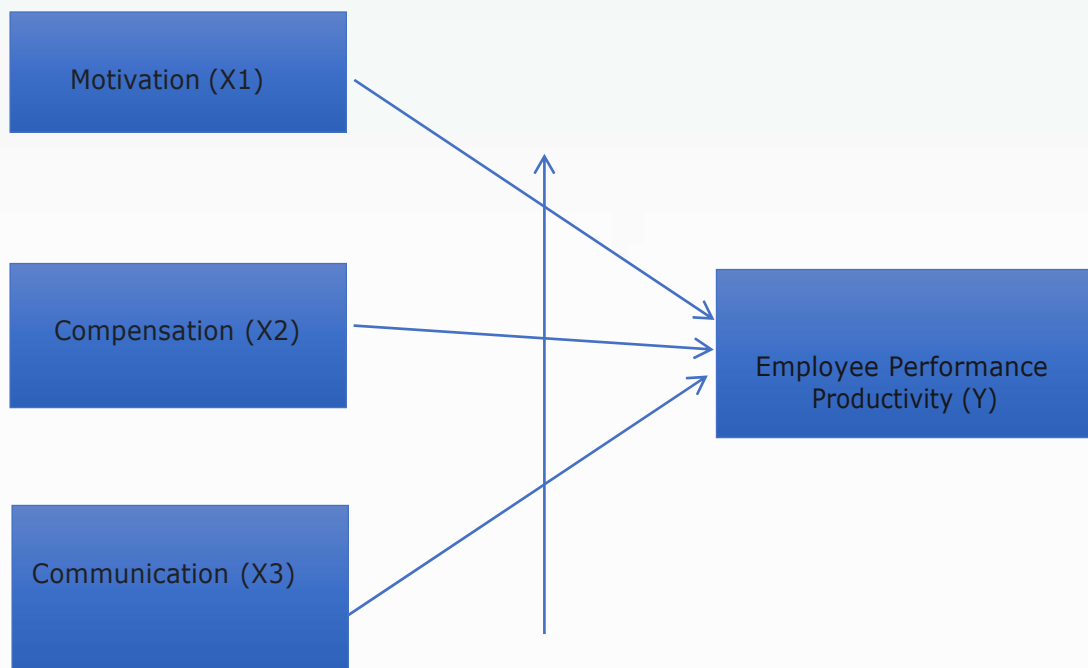


Figure 1. Conceptual Framework

Hypothesis

H₁: Motivation, Compensation, and Communication have a significant effect on Employee Performance Productivity.

H₂: Motivation has a significant effect on Employee Performance Productivity.

H₃: Compensation has a significant effect on Employee Performance Productivity.

H₄: Communication has a significant effect on Employee Performance Productivity.

Research Methods

This study uses a descriptive method with a quantitative approach. According to Sugiyono (2017: 53) descriptive is a problem formulation relating to the question of the existence of independent variables, both on one or more variables. Therefore, this research is descriptive because it presents a structured description of how much influence motivation, compensation, and communication have on employee performance productivity. This study uses primary data by distributing questionnaires containing several questions containing indicators of the variables studied using a scale of 1-5. The population in this study amounted to 50 people and the sample of respondents amounted to 46 employees of PT. PLN Pusharlis

(Persero) Bandung. This study uses multiple linear regression analysis method with measurements through simultaneous hypothesis testing (F test) and partial hypothesis testing (t test). The dependent variable (Y) is the productivity of employee performance. Productivity performance is a comparison between the results achieved and the overall resources used. The first independent variable (X1) is motivation. The second independent variable (X2) is compensation. The third independent variable (X3) is communication. The sampling criteria in this study are as follows:

- a. Active and permanent employees at PT. PLN Pusharlis (Persero) Bandung.
- b. Employees with 3 years of service.
- c. Employees who are willing to be respondents.

Research Results and Discussion

Research Result

Multiple Linear Regression Analysis Results

Multiple linear regression analysis is related to the study of the dependence of a dependent variable on one or more independent variables with the aim of knowing how much influence the independent variable has on the dependent variable.

Table 1.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,871 ^a	,759	,742	2,14352

Source: Data Processing Result (2021)

The value of the correlation or relationship (R) is 0.871. The percentage of the influence of the independent variable on the dependent variable is called the coefficient of determination which is the result of squaring R. From the output, the coefficient of determination (R^2) is 0.759, which means that the effect of the independent variable (X) on the dependent variable (Y) is 75.9%.

Table 2.
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	607,393	3	202,464	44,065	,000 ^b
	Residual	192,976	42	4,595		
	Total	800,370	45			

Source: Data Processing Result (2021)

This section explains whether there is a significant (significant) effect between the independent variable (X) on the participation variable (Y). From the output, it can be seen that $F = 44.065$ with a significance/probability level of $0.000 < 0.05$, so the multiple linear regression model analysis can be used to predict the Y variable.

Table 3.
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	6,718	3,032		2,216	,032
X1	,866	,246	,389	3,526	,001
X2	,971	,246	,407	3,950	,000
X3	,618	,266	,218	2,324	,025

Source: Data Processing Result (2021)

Regression Equation

$$Y = 6,718 + 0,866X_1 + 0,971X_2 + 0,618X_3$$

Interpretation of the Regression Equation

- a.) The regression coefficient of the constants obtained a value of 6.718 with a positive sign, this number means that without motivation, compensation, and communication it will reduce the productivity of PT. PLN Pusharlis (Persero) Bandung.
- b.) The regression coefficient of motivation has a significant effect on performance productivity with a positive direction of 0.866. This means that, if the motivation is getting better, it will affect the productivity of the employees of PT. PLN Pusharlis (Persero) Bandung.
- c.) The regression coefficient of compensation has a significant effect on performance productivity with a positive direction of 0.971. This means that, if the compensation is getting better, it will have an effect on increasing the productivity of PT. PLN Pusharlis (Persero) Bandung employee performance.
- d.) The regression coefficient of communication has a significant effect on performance productivity with a positive direction of 0.618. This means that, if the communication is getting better, it will affect the productivity of the employees of PT. PLN Pusharlis (Persero) Bandung.

Research Discussion

The Influence of motivation, compensation and communication on the productivity of employee performance at PT. PLN Pusharlis (Persero) Bandung

This test was conducted to determine the effect of motivation, compensation and communication on employee performance productivity simultaneously. F_{table} is searched at = 5% (0.05). The test results show that $F_{count} > F_{table}$ ($44.065 > 2.82$) and significance ($0.000 < 0.05$) then H_0 is rejected and H_a is accepted, meaning that motivation, compensation and communication simultaneously have a significant effect on the productivity of PT. PLN Pusharlis (Persero) employees Bandung. The results of the study simultaneously stated that motivation, compensation and communication had a significant effect on the productivity of employee performance at PT. PLN Pusharlis (Persero) Bandung. The results of this study are in line with research conducted by Yuli Ermawati, et al. (2017). However, the results of this study are not in line with the results of Tri's research conducted by Ameliya (2017) which states that motivation, compensation and communication have no effect on employee performance productivity.

The Effect of Motivation on Employee Performance Productivity at PT. PLN Pusharlis (Persero) Bandung

Motivation has a value of $t_{count} > t_{table}$, namely the t value of $3,526 > 2.216$ and a significance of $0.001 < 0.05$, then H_0 is rejected and H_a is accepted, which means that partially the motivation variable has a significant effect on the productivity of PT. PLN Pusharlis (Persero) Bandung's employee performance. The results of the study partially state that motivation has a significant effect on employee performance productivity PT. PLN Pusharlis (Persero) Bandung. The results of this study are in line with the research conducted by Yuli Ermawati, et al. (2017). However, the results of this study are not in line with the results of research conducted by Tri Ameliya (2017) which states that motivation does not affect employee performance productivity.

The Effect of Compensation on Employee Performance Productivity at PT. PLN Pusharlis (Persero) Bandung

The compensation variable has a value of $t_{count} > t_{table}$, namely the t value of $3,950 > 2.216$ and a significance of $0.000 < 0.05$ then H_0 is rejected and H_a is accepted, which means that partially the compensation variable has a significant effect on the productivity of PT. PLN Pusharlis (Persero) Bandung employees. The results of the study partially state that compensation has a significant effect on employee performance productivity PT. PLN Pusharlis (Persero) Bandung. The results of this study are in line with the results of research conducted by Yuli Ermawati, et al. (2017) which states that compensation has a significant effect on employee performance productivity. The results of the study partially state that compensation has a significant effect on employee performance productivity PT. PLN Pusharlis (Persero) Bandung. The results of this study are in line with the results of research conducted by Yuli Ermawati, et al. (2017) which states that compensation has a significant effect on employee performance productivity.

The Effect of Communication on Employee Performance Productivity at PT. PLN Pusharlis (Persero) Bandung

The communication variable has a value of $t_{count} > t_{tabel}$, namely the t value of $2,324 > 2.216$ and a significance of $0.025 < 0.05$ then H_0 is rejected and H_a is accepted which means that partially the communication variable has a significant effect on the productivity of employee performance at PT. PLN Pusharlis (Persero) Bandung. The results partially state that communication has a significant effect on employee performance productivity PT. PLN Pusharlis (Persero) Bandung. The results of this study are in line with the results of research conducted by Yuli Ermawati, et al. (2017) and Tri Ameliya (2017) which states that communication has a significant effect on employee performance productivity.

Conclusion

1. Motivation, compensation and communication have a significant effect on employee performance productivity of PT PLN Pusharlis (Persero) Bandung.
2. Motivation has a positive and significant effect on employee performance productivity of PT PLN Pusharlis (Persero) Bandung.
3. Compensation has a positive and significant effect on employee performance productivity of PT PLN Pusharlis (Persero) Bandung.
4. Communication has a positive and significant effect on employee performance productivity of PT PLN Pusharlis (Persero) Bandung.

References

- Ardiansyah, Dimas Okta. 2016. *Pengaruh Komunikasi terhadap Kinerja Karyawan Dengan Dimediasi Oleh Kepuasan Kerja (Studi Pada Bagian Produksi Pabrik Kertas PT. Setia Kawan Makmur Sejahtera Tulungagung)*. Jurnal Bisnis dan Manajemen. Vol. 3(1). hh 16-30.
- Ameliya, Tri. 2017. *Pengaruh Kompensasi, Motivasi dan Komunikasi Terhadap Produktivitas Kinerja Karyawan di CV Subur Jaya Kab.Tulung Agung*. 1(2). 1-15
- Bangun, Wilson. 2012. *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Erlangga.
- Bernardin and Russel. 2006. *Manajemen Sumber Daya Manusia*. Diterjemahkan oleh Bambang Sukoco. Bandung: Armico.
- Dwianto, A. S., Purnamasari, P., & Tukini, T. (2019). Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. JAEIL INDONESIA. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 2(2), 209-223.
- Ermawati, Y., & Amboningtyas, D. (2017). Pengaruh Motivasi Intrinsik, Komunikasi, Dan Kompensasi Finansial Terhadap Kinerja Karyawan Produksi Video Preparation Pada PT HIT Polytron yang Berimplikasi pada Produktivitas. *Journal of Management*, 3(3).
- Ishaya, S. R. (2017). Pengaruh Motivasi Terhadap Produktivitas Kerja Karyawan Pada PT. Arka Mahesa Pratama di Jakarta Selatan. *Jurnal Lentera Bisnis*, 6(2), 94-107.
- Laksmiari, N. P. P. (2019). Pengaruh Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Pada Perusahaan Teh Bunga Teratai di Desa Patemon Kecamatan Serrit. *Jurnal Pendidikan Ekonomi Undiksha*, 11(1), 54-63.
- Ma'ruf, Ummul Chair. 2020. *Pengaruh Motivasi Terhadap Kinerja Karyawan Pada PT. Nirha Jaya Teknik Makassar*. 9
- Pratama, S. A. (2015). Pengaruh kompensasi terhadap kinerja karyawan (Studi pada karyawan PT. Asuransi Jiwasraya persero regional office Malang). *Jurnal Administrasi Bisnis*, 25(1).
- Rahmawati, D. (2013). *Pengaruh motivasi terhadap produktivitas kerja karyawan PR Fajar Berlian Tulungagung*. *Jurnal Bonorowo*, 1(1), 1-15.
- Tanzil, N., Anwar, K., & Rumambi, F. J. (2019). Pengaruh kompensasi, motivasi, komunikasi terhadap kinerja pegawai di pt modern widya technical. *JMBA Jurnal Manajemen dan Bisnis*, 5(2), 41-46.
- Tjutju Yuniasih dan Suwatno. 2013. *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Wandi, D., Adha, S., & Asriyah, I. (2019). Pengaruh Komunikasi Terhadap Kinerja Pegawai Pada Badan Penanggulangan Bencana Daerah (BPBD) Provinsi Banten. *Jurnal Ekonomi Vokasi*, 2(2), 18-30.