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## THE EFFECT OF COMPENSATION, MOTIVATION AND TRAINING ON EMPLOYEE WORK PRODUCTIVITY (Case Study on PT. Kimia Farma Trading dan Distribusi Cirebon)

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### ABSTRACT

This research was conducted with the aim the effect of compensation, motivation and training on Work Productivity. The population in this study are employee of PT. Kimia Farma Trading and Distribution Cirebon, with a sample of 67 employee of PT. Kimia Farma Trading and Distribution Cirebon as respondents. Data was collected using the questionnaire method. The test results in this study are Compensation has a positive effect on Employee Work Productivity, Motivation has no effect on Employee Work Productivity, Training has a positive effect on Employee Work Productivity.

**Keywords:** Compensation, Motivation, Training, Employee Work Productivity.

### INTRODUCTION

A company is an institution formed and run by various regulations made to provide goods and services to provide services to consumers for their needs. The success of an organization cannot be separated from its human resource problems. In achieving organizational goals, a good relationship between the organization and employees is needed. Human Resources (HR) is one of the factors in achieving organizational goals. The organization is made based on various mission visions, and in the implementation of its mission managed and managed by humans, human resource management has a very strategic position for the sustainability of the company, because inadequate basic materials such as compensation, motivation, training and productivity will cause disruption of the company's survival. . Therefore, an organization must understand how to provide satisfaction and fulfillment to its employees, because employee satisfaction is the key to the creation of trained and high-quality employees and will produce the best work productivity for the company. Managing human resources cannot be considered as an easy thing. Therefore, the

company must pay attention to its human resources because it is very important for the continuity and progress of a company. Every employee is entitled to be rewarded for the performance they have given to the company as a form of reciprocity between the company and employees, so it is hoped that the award will foster and create even higher employee morale.

### **Compensation**

Compensation is called something that affects employee productivity, with compensation it will make employees feel motivated to work more productively so that it will produce high performance. The forms of compensation include salaries, wages, intensive bonuses, the work environment and benefits. Compensation is very important for employees, because the amount of compensation reflects the value of the work or size of employees with each other. Compensation is income in the form of money, direct goods, or indirect that employees receive in exchange for services provided (Firmandari, 2014).

There are rules for compensation according to Alma (2010: 220) in (Martinus & Budiyanto, 2016) is that compensation must meet minimum needs, compensation must be binding, motivate employees, must be fair, compensation should not be static and compensation must vary.

### **Motivation**

Motivation is important for employees, the higher the motivation he has will be the higher the performance he produces, motivated employees will feel happier, happier and comfortable while at work. Lack of employee motivation will have a serious impact on absenteeism, employee engagement, and low employee morale will harm the achievement of business goals and profitability of the company.

Hasibuan (2010: 97) in (Kaswan, 2011) reveals that motivation has the following objectives: encourage and arouse employee passion and morale, increase employee morale and job satisfaction, increase work productivity, maintain loyalty and stability of company employees, increase discipline and minimize employee absenteeism, streamline employee procurement, create a good atmosphere and work relationship, increase creativity. and the activeness and participation of employees, fostering employee sense of responsibility for their duties and increasing the efficiency of the use of tools and raw materials.

### **Training**

Training In a company that has carried out employee acceptance activities, it is certainly very important to conduct training to its employees, because with the training it will provide knowledge to employees in accordance with their respective fields. With the training will help the employees carry out their work properly. According to Wungu and Brotoharsojo (2003: 134) in (Fuanida, 2012) employee training or training is a systematic effort of the company to improve all knowledge (knowledge), skills (skills) and work attitudes (attitudes) of employees through the learning process to be optimal in carrying out functions in carrying out functions and duties of their positions.

### **Produktivitas karyawan**

Work productivity is the achievement of the implementation of activities / work of a person or employee to achieve organizational / company goals in a certain period of time. According to

Sutrisno, 2009: 102 in (Purnami & Utama, 2019) Employee work productivity can be influenced by several factors, namely education level, training, skills, discipline, attitude, work ethic, motivation, work environment, means of production and health.

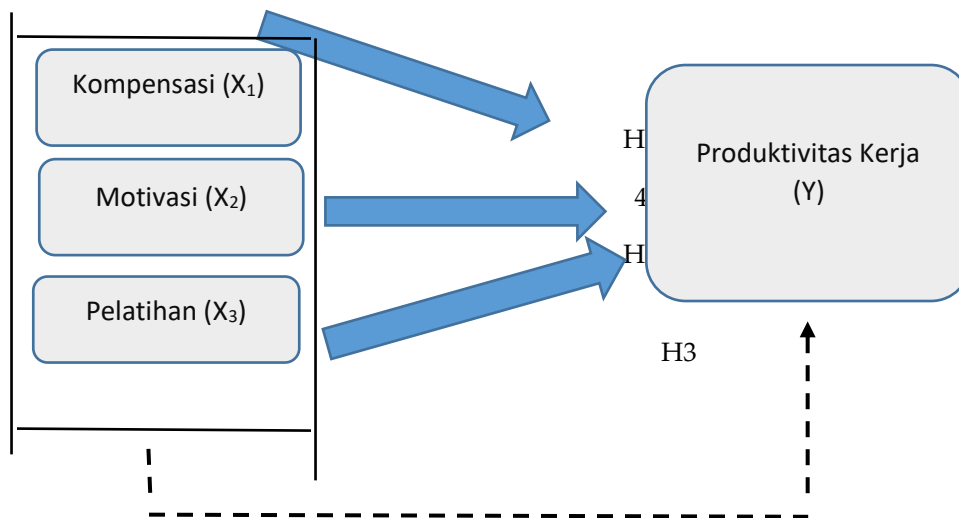


Figure 1 Research Model

This research is quantitative. Quantitative research is a systematic scientific study of parts and phenomena and their relationships. The aim is to develop and use models, theories, and hypotheses that are systematically related to natural phenomena. This study is intended to describe the state of a certain object that has or is influenced by other factors and draws conclusions based on statistically processed numbers.

This study was conducted to determine the relationship between variables consisting of compensation, motivation and Training on employee productivity

**methods**

methods of data collection in this method by disseminating questionnaires or questionnaires in respondents. The questionnaire method is used to collect data related to Compensation, Motivation, training at PT Kimia Farma Trading & Distribution Cirebon. The technique used in this

study is to use questionnaires that contain a number of written questions that are used to obtain information from respondents which means reports about their person, or things that are known.

### **Data Karakteristik Responden**

In a Study based on gender, 67 respondents showed That the percentage employee of PT. Kimia Farma Trading dan Distribution Cirebon was 61,2 percent male and 26,9 percent female. With the age of 20 to 30 years 48 percent. Age 31 to 40 52 percent. The characteristics of respondents by division are, the marketing section is 43.3 percent, the operator's share is 3 percent, the finance part is 4.5 percent, the secretary's share is 1.5 percent, the logistics part is 7.5 percent, the sales part is 11.9 percent, the staff share is 1.5 percent, the admin part is 6 percent, the cleaning service section is 1.5 percent, the warehouse section is 4.5 percent, the warehouse section is 4.5 percent, the staff part is 1.5 percent, the admin part is 6 percent, the cleaning service section is 1.5 percent, the warehouse section is 4.5 percent, the warehouse section is 4.5 percent, the staff part is 1.5 percent, the admin part is 6 percent, the cleaning service section is 1.5 percent, the warehouse section is 4.5 percent, the warehouse section is 4.5 percent, the warehouse section is 1.5 percent, the warehouse section is 1.5 percent, the warehouse section is 1.5 percent, the staff part is 1.5 percent, the admin part is 6 percent, the cleaning service section is 1.5 percent, the warehouse section is 4. Band share as much as 7.5 percent, BA share as much as 7.5 percent. Based on the length of work 1 to 10 years as much as 77.6 percent, 11 to 20 years as much as 22.4 percent. Permanent employee status is 50.7 percent and contract employees are 49.3 percent.

### **Results and Discussion**

Analysis of the Compensation variable by determining the qualifications aimed at knowing the value of each variable with the categories of strongly disagree, disagree, neutral, agree, strongly agree. . that the results of the analysis show the total percentage with 67 respondents with an average mean of 4.31 and the lowest value of 3.99. Compensation variable with indicators: (a) satisfied with salary; (b) satisfied with the facilities; (c) satisfied against benefits. Of the 3 indicators items there are 10 questions and this is to determine the interval value of each variable. Analysis of the Motivation variable by determining the qualifications aimed at knowing the value of each variable with the categories of strongly disagree, disagree, neutral, agree, strongly agree. that the results of the analysis show the total percentage with 67 respondents with an average mean of 4.27 and the lowest value of 3.66. Variable Perceived Ease of Use with indicators: (a) responsibility; (b) achievements achieved; (c) self-development. Of the 3 indicator items there are 10 questions and this is to determine the interval value of each variabel. Analysis of the Training variable by determining the qualifications aimed at knowing the value of each variable with the categories of strongly disagree, disagree, neutral, agree, strongly agree. that the results of the analysis show the total percentage with 67 respondents with an average mean of 4.39 and the lowest value of 4.04. Variable Perceived Ease of Use with indicators: (a )knowledge; (b) the ability to think; (c) attitude; (d) proficiency. Of the 4 indicator items there are 10 questions and this is to determine the interval value of each variabel. Analysis of the Employee Work Productivity variable by determining the qualifications aimed at knowing the value of each variable with the categories of strongly disagree, disagree, neutral, agree, strongly agree. that the results of the analysis show the total percentage with 67 respondents with an average mean of 4.52 and the lowest value of 4.33. Variable Perceived Ease of Use with indicators: (a) quality of work; (b) quantity of work; (c) work discipline. Of the 3 indicator items there are 9 questions and this is to determine the interval value of each variabel.

Tabel 1 Classical Assumption Test Result

Variable	Standardized Coefficients					F	Sig.
	Free	Bound	Beta	T	sig,		
H1 Compensation	Employee	.067	.599	.551	0.139	42.721	.000 <sup>b</sup>
H2 Motivation	Work	-.064	-.546	.587			
H3 Training	Productivit y	.817	6.711	.000			

Variable	Normality	Multicollonierity	Heteroscedasticity
Free	Bound	Toll.	Sig. (two tailed)
Compensation	Employee	0.417	2,395
Motivation	Work	0.381	2,624
Training	Productivity	0.353	2,831

- a) The results of the validity test carried out as shown in the table above, it is known that all questions have an r-count > r-table, then all the questions in this study are declared valid. For the next stage is the reliability test. The results of the reliability test show that all variables in the study have Cronbach's Alpha. Coefficient values > 0.60. it can be concluded that all variables in this study were declared reliable. Then it is evident from the value of r alpha greater than 0.60.
- b) The results of the Normality Test using IBM SPSS with the Monte Carlo show values of 0.158. These results indicate that the value of Asymp.Sig. (2-tailed) is greater than the a value of 5% (0.05), so it can be concluded that the results of the normality test show that all residual values of the variables used in this study are normally distributed and deserve to be the object of testing
- c) The results of the multicollinearity test show that all tolerance values > 0.10 or VIF<10 so it can be concluded that there is no multicollinearity because there are 2 comparisons with Compensation having a tolerance value of 0.417 and VIF 2,395; Motivation variable has a tolerance value of 0.381 and a VIF of 2,624; Training variabel has a tolerance value of 0.353 and a VIF of 2,831. It shows That alk tolerance values ari 0.10 or VIF <10 so That Three si on multicolinierity in this test
- d) Heteroscedasticity Test Results Analysis of the presence or absence of heteroscedasticity problems can also be carried out using a scatterplot where if the points are spread above and below the number 0 on the Y axis without forming a certain pattern, there is no heteroscedasticity.

Tabel 2 Linier Regression Test Results

The compensation variable has a significant rate of 0.551>0.05 and a coefficient of 0.61 in a positive direction. This shows that the hypothesis that claims compensation has a positive effect is not

significant on the work productivity of employees (received). The motivational variable has a significant rate of  $0.587 > 0.05$  and a

coefficient of  $-0.048$  in a negative direction. This shows that the hypothesis that states motivation has no effect on employee work productivity (rejected). The training variable has a significant rate of  $0.000 < 0.05$  and a coefficient of  $0.699$  in a positive direction. This shows that the hypothesis that states training has a significant effect on employee work productivity (accepted).

Based on the table above the results of the fit model test shows that the value of  $f$  calculates  $42,721$  and a significant value of  $0.000 < 0.05$ . It can be concluded that  $\text{sig} < 0.05$  then the hypothesis is acceptable. This means that free variables (compensation, motivation, training) have a simultaneous effect on bound variables (employee work productivity). Based on table 4.20, it can be seen that the adjusted value of R Square of  $0.139$  means that compensation, motivation and training variables on employee work productivity can affect employee work productivity variables by  $13.9\%$ , while the remaining  $86.1\%$  is a contribution from other variables not used in this study.

Tabel 3 Linear Regression Equation

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.426	2.965		3.179	.002
	Kompensasi	.061	.102	.067	.599	.551
	Motivasi	-.048	.089	-.064	-.546	.587
	Pelatihan	.699	.104	.817	6.711	.000

a. Dependent Variable: produktivitas kerja

Based on Table 3, the significant value of the 3 independent variables on Compensation (X1) is  $0.551$  which is bigger than  $= 5\%$  or  $0,05$ , means that compensation has no effect on employee productivity, the independent variabel Motivation (X2) is  $0.587$  which is bigger than  $= 5\%$  or  $0,05$ , means that compensation has no effect on employee productivity, and the Independent variabel Training (X3) is  $0,000$  which is smaller than  $= 5\%$  or  $0.05$ , so it can be concluded that the regression. so for the linear regression equation that is  $Y = 0.67 X1 + 0.64 X2 + 0,817X3$

## **Pembahasan**

### **Effect of Compensation on Employee Work Productivity**

The first hypothesis proposed is that compensation affects employee work productivity. This hypothesis was accepted because the submission results showed a thitung of 0.599 with a significance level of  $0.551 > 0.05$ . So that compensation has a positive effect not significantly on employee work productivity. The results of this study showed that there was a positive relationship between compensation factors and work productivity of EMPLOYEES of PT Kimia Farma Trading and Cirebon Distribution. That is, employees feel that compensation has an influence on their work productivity even if it is not significant. It is proven that based on the results of the above test shows that from the question points that the highest results in the questionnaire that answered strongly agreed as many as 32 respondents with a value of Man 4.31, namely question number 9 "benefits in the form of health, safety and THR are in line with expectations" it means that the greater the compensation, the greater the compensation, the productivity of employees of PT Kimia Farma Trading and Cirebon Distribution will increase. The results of this study are not in line with the results of research conducted by (Rumahlaiselan et al., 2018) which states that compensation has a positive and significant effect on employee work productivity which states that the higher the compensation given fairly and correctly, the more productive employees.

### **The effect of motivation on employee work productivity**

The second hypothesis proposed is that motivation affects employee work productivity. This hypothesis was rejected because the submission result showed a thitung of -0.546 with a significance level of  $0.587 > 0.05$ . This means that motivation has a negative effect on employee work productivity. The results of this study are reinforced by one of the indicators of motivation, namely achievements achieved, respondents on this indicator whose lowest score "I am motivated to work hard to produce high achievements" The results of this study are in line with the results of research conducted by (Nasem et al., 2018) which produces that motivation has no effect on work productivity. This research contradicts research conducted by (Purnami & Utama, 2019) explaining that empowerment, motivation and work environment have a positive and significant effect on employee work productivity, meaning that the higher the employee motivation, the higher the employee's work productivity.

### **Training on Employee Work Productivity**

Based on the results of the exercise, it can be known that the training variable statistically has a positive and significant effect on the work productivity of employees of PT Kimia Farma Trading and Cirebon Distribution. It is known that with the training provided, employees will add knowledge and the company has actually applied training methods in accordance with the approved concept so that employees who take part in the training can learn and understand the materials provided so that employee work productivity can increase. The results of this study are in line with the results of research conducted by (Alghivari et al., 2020) explained that training has a positive and significant effect on employee work productivity at Perum BULOG Jakarta. The higher the training, the higher the productivity. Based on the opinions of experts and the results of previous research, it can be known both in theory and empirically it can be proven that training affects employee work productivity. That way good organizational management must pay attention to the right training for its organization



## **Effect of Compensation Effect of Compensation, Motivation and Training on Employee Work Productivity**

Based on the results of the data that has been outlined above using the help of SPSS 25 shows that independent variables together have an influence on dependent variables on PT Kimia Farma Trading and Cirebon Distribution. Based on table 4.19 in test F it can be seen that the probability value of 0,000 with a significant value of 5% of the result can be concluded that  $0.000 < 0.05$  so it can be said that compensation, motivation and training can affect productivity. employee work. The simultaneous magnitude indicated by the coefficient of determination (Adjust R-square) of 0.139 which shows that the variables of compensation, motivation and training can affect productivity variables by 13.9% while the remaining 86.1% is influenced by other factors not studied in this study.

### **Conclusions and suggestions**

This study aims to find empirical evidence about the effect of Compensation, Motivation and Training on Work Productivity of Employee at PT. Kimia Farma Trading and Distribution Cirebon.

1. Compensation in this study has a positive effect on employee work productivity which means that the higher the compensation given, the higher the employee's work productivity.
2. Motivation in this study has no effect on employee work productivity Training in this study has a positive effect on employee work productivity which means that the more often the training is given, the higher the employee's work productivity.
3. Compensation, Motivation and Training together affect employee work productivity means that the higher these factors are given, it will increase employee work productivity.

### **Saran**

Based on the opinions of respondents in this study, the effort that should be done is that PT Kimia Farma Trading and Cirebon Distribution can maintain and even increase the compensation provided so that employee work productivity is more optimal. Referring to the indicator of the answer compensation question with the lowest mean value, namely in question number 4 "salaries and wages received make the spirit to work well according to the target" should PT Kimia Farma Trading and Distribution Cirebon pay more attention to the salary and wages given especially if the employee has worked even beyond the specified target, maybe it can be in the form of rewards or bonuses so that employees are excited so that work productivity is more increase. PT Kimia Farma Trading and Distribution Cirebon must maintain its attention to employees, both intensively and rewards given so that employee work productivity increases. Based on the question that gets the lowest score is "I try to do personal work without help from others" researchers suggest that PT Kimia Farma Trading and Distribution Cirebon more often hold training, pay attention and improve training so that employees can better understand their respective job desks. (2) For Academics For further research, it is expected to further expand the research area, for example PT Kimia Farma Trading and Distribution of West Java Province and also expand the indicators studied such as career development, organizational culture and work discipline towards employee work productivity.

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