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by Irwan Nopian Sinaga

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The Influence of Motivation, Work Environment and Compensation on Employee Performance at PT. Marurat Artaraya

ABSTRACT

This study aims to determine the effect of motivation, work environment, and compensation on employee performance at PT. Marurat Artaraya. The population in this study are employees of PT. Marurat Artaraya, totaling 145 people. While the technique of determining the sample using the solvin technique. This type of research is quantitative research. The data sources in this study are primary data and secondary data where the data has been processed from the internet, documentation, and journals. While the data analysis technique used is descriptive and multiple linear regression with hypothesis testing by t test, f test and coefficient of determination. The results of multiple linear regression analysis show $Y = 2.467 + -0.115X_1 + 0.585X_2 + 0.436X_3$. While the results of the test (t) or partial test show that motivation has a negative and insignificant effect on employee performance at PT. Marurat Artaraya, where it can be seen that the motivation value tcount is $-1.797 > t_{table} 0.2201$, the work environment has a positive and significant effect, it can be seen tcount is $6.043 > t_{table} 0.2201$, while compensation has a positive and significant effect, it can be seen tcount is $3.774 > t_{table} 0.2201$ on the performance of employees at PT. Marurat Artaraya. Then the results of the f test showed that simultaneously there was a positive and significant effect of motivational variables (X_1), work environment (X_2), and compensation (X_3) on employee performance (Y) and the Fcount value was $156.871 > F_{table} 3.16$. Furthermore, the coefficient of determination (R^2) in the adjusted R Square value is 0.890 (89.0%). So it can be said that 89.0% of the variation of the independent variables, namely motivation, work environment and compensation in this model has a contribution to the variable performance of employees at PT. Marurat Artaraya. While the remaining 11.0% is influenced by other variables outside the model.

Keywords: Motivation, Work Environment, Compensation, Employee Performance..

INTRODUCTION.

The existence of qualified and competent Human Resources (HR) in the current technological era is needed to produce good performance and be globally competitive. Employee performance determines the future survival of an organization in surviving in increasingly strong and dynamic competition. Currently it can be found in various fields, especially organizational life, the human factor is the main

problem factor that greatly influences the activities in it. organization which is a consciously coordinated social unit with a boundary that works continuously to achieve its goals according to its relative goals. Policies or decisions related to actions taken in each activity are initiated and determined by existing human resources who work for the company. For this reason, companies need potential human resources, both leaders and members who work with patterns of assignment and supervision that are useful for achieving company goals.

Human resources with good performance are optimal performance, namely performance according to standards set together with the company or organization that aims to support ³ the achievement of organizational goals. (Sidharta & Foster, 2019) A good organization must be able to organize every resource in it, one of which is trying to improve the ability of its human resources, because this is a key factor for increasing employee performance attainment according to established benchmarks. Therefore, the need for efforts to improve employee performance is a challenge for company management who are very serious in the current era of technological openness. (Suryadana & Sidharta, 2019) The success of achieving goals and the survival ² of a company is determined by the availability of quality human resources in it. There are several positive factors that can improve employee performance including the provision of motivation, a comfortable work environment, and compensation that is in accordance with the necessities of life, as well as the standard of living in a work area. (Edmans et al., 2017; Fernandez & Moldogaziev, 2013; Sverke et al., 2019)

Motivation is an encouragement both from within and from outside a person who ⁸ activates, empowers and directs behavior to carry out tasks properly within the scope of work. (Davidescu et al., 2020) Motivation is a series of processes that determine ⁸ the intensity, direction and persistence of individuals in an effort to achieve common goals and expectations. (Lim et al., 2021) Motivation as ⁸ a process that starts from strength, through physiological and psychological or needs that result in behavior or encouragement shown to a goal or initiative to do something or act. (Graves et al., 2013)

For employees, work motivation plays a very large role and influences the level of effectiveness of the employee's own performance, because without work motivation, the work will not be carried out properly and according to expectations. The problem of motivating employees is not difficult but also not easy, because motivation must first come from within the employee, then motivation from outside supports the determination of the motivation of every employee. This is because employees have different desires, needs and expectations from one employee to another. Nguyen et al., (2020) states that motivation is a factor that encourages employees to carry out certain activities at work or actions in doing something. Motivation is often interpreted as a driving factor for someone to behave or act in their work. Several researchers have conducted tests related to the effect of motivation on

employee performance, including ² research conducted by Al-Sada et al., (2017), and found that work motivation ⁴ has a significant effect on employee performance.

In addition to motivation, there are other factors that also affect employee performance, namely the employee's work environment. ⁴ A good, standardized and comfortable work environment is important in improving employee performance. A good work environment and in accordance with work requirements can support the implementation of work so that employees have good performance, thereby increasing employee performance in accordance with the expected measurement standards. If the work environment mismatch will be able to create discomfort for every employee in carrying out their duties and achieving the target expected by the company. (Afsar et al., 2016)

An appropriate, safe and comfortable work environment in a company really needs attention. ⁹ This is because the work environment has a direct influence on the employees in a company. By creating a good and conducive work environment, it is hoped that it will help the productivity of every employee in it to achieve company goals, in other words, it can increase profits for the company itself. According to Pawirosumarto et al., (2017), ⁹ the work environment is something that is around workers who can influence themselves or the employee himself in carrying out his duties and this is of course influenced by several things such as cleanliness, air temperature, work safety, lighting and so on. according to the type of company or work needs.

With a comfortable work environment and according to work needs, it is hoped that it will be able to improve employee performance in carrying out their duties and be able to work optimally, healthily, safely and maintain comfort in accordance with employee expectations. Therefore, it is necessary for the company to strive for a comfortable, good and conducive work environment for everyone who works in it, because a good and conducive work environment makes every employee feel comfortable and feel at home in the room and feel happy, also enthusiastic in carrying out every task duty and responsibility. This will form job satisfaction, from employee job satisfaction, employee performance will increase according to the goals expected by the company. (Machmud & Sidharta, 2021)

In addition to the work environment, of course the compensation received by employees is also one of the important factors that can affect the performance of each employee in a company. Jian & Lee, (2015) explains that compensation is all income received by employees from where they work, either in the form of money, direct or indirect goods received by employees as compensation for the remuneration that has been given by each employee to the company. Provision of good compensation and in accordance with the standard of living of a particular environment will affect employee satisfaction in providing optimal ² performance. This is based on the fact that employees as human

beings certainly need this compensation to fulfill their respective lives, so compensation is needed in accordance with the fulfillment of each employee's life in accordance with applicable regulations. Giving compensation in accordance with what has been done and given to each employee will encourage each employee to work better and be more responsible for what they have received from the company. CHENG et al., (2015) further explained that ⁴ if the compensation received by an employee is high, the employee will feel more satisfied with what he has received and done. Conversely, if the compensation received by an employee is small, the employee will feel dissatisfied at work and for the compensation he receives.

PT Marurat Artaraya is a company engaged in providing labor services. Where this company offers labor provider services, in this case some of the services provided are security, office boys, cleaning services, drivers, administrative workers, helpers, gardeners, and factory employees. PT Marurat Artaraya certainly expects that every employee in it can work by showing good performance results, as well as providing good value for the company. The following data on the results of work assessments achieved by employees at PT Marurat Artaraya can be seen in the following table:

Table 1
Average Performance Results for Each Employee based on standard criteria at PT. Marurat Artaraya Medan

Year	Average score	Description
2020	87.55	Baik
2021	72.79	Cukup
Employee Performance Assessment Criteria at PT. Marurat Artaraya		
Number of results Employee performance	Description	
91 – 100	Very good	
76 – 90	Good	
56 – 75	Enough	
< 55	Not enough	

⁶ Based on the table above, it can be seen that in 2021 there will be a decrease in employee performance results at PT. Marurat Artaraya from the previous year 2020. The average employee performance score in 2020 was 87.55 in the good category, while in 2021 the average employee performance score was 72.79 in the sufficient category. Knowing good or sufficient employee performance, of course, by using the standard performance measures described in the table above. From the average number of performance results that have been measured and determined by the company, it appears that the performance of PT. Artaraya's marurat decreased, from the good category to enough. Of course, the decline in employee performance is affected by several factors at PT. Marurat Artaraya. If you take a closer look, there are several important things from human resource

management that companies need to pay close attention to, namely work motivation, work environment, and compensation, so that the target of PT. Marurat Artaraya to achieve excellent employee performance can be realized.

It is important for every company to be able to maintain, maintain and improve the performance of each of its employees, as well as PT. Marurat Artaraya. There are many ways as explained earlier in improving the performance of an employee, one of which can be done by the company by paying attention in the form of work motivation to each of its employees. In addition, the most important thing that must be done by the company is how employees can enjoy their work so that employees can do their jobs without any pressure. Employee motivation shows the extent to which the willingness is accompanied by the ability of each employee to carry out their duties and responsibilities in working at the company. The following is employee attendance and tardiness data at PT. Marurat artaraya.

Table 2
Employee Attendance and Tardiness Data at PT. Marurat artaraya

A year	Number of Employees	Absent		Late	
		2020	2021	2020	2021
January	145	10	15	10	30
February		15	20	15	35
March		7	14	20	25
April		10	15	22	30
May		17	22	25	45
June		18	23	27	29
July		20	25	33	35
August		15	22	19	23
September		19	27	20	33
October		14	19	21	44
November		18	29	26	28
December		7	15	28	40
Total		170	246	266	397

One way to assess the extent to which a person is motivated to work is from the awareness to arrive on time and not be absent or skip work. From the data above it can be seen that the level of absenteeism and tardiness of employees has fluctuated. In January - December in 2020 and 2021 where the number of delays is still very large, and there are also many absent employees. Decrease in employee performance results at PT. Marurat Artaraya is affected by a lack of work motivation, where there is a lack of direction from the leadership and an uncomfortable work environment, so

that many employees at PT. Marurat Artaraya does not work optimally. The following is the work environment data at PT. Marurat Artaraya Year 2020-2021:

Table 3
Work Environment Data at PT. Marurat Artaraya

Indicators	2020		2021	
	Percentage	Description	Percentage	Description
Lighting	85	Good	70	Enough
Decor	78	Good	65	Enough
Noise	82	Good	72	Enough
Air Circulation	85	Good	70	Enough
Security	85	Good	72	Enough
Color	80	Good	71	Enough

Through the table above it can be seen that the work environment at PT Marurat Artaraya has decreased. Very good points are found in lighting with a percentage of 85 in 2020 and in 2021 with a percentage of 70. While the lowest point is in decorations with a percentage of 78 in 2020 and in 2021 with a percentage of 65. In this case PT. Marurat Artaraya needs to pay attention to the work environment so that employee performance can be satisfactory.

4 The decrease in employee performance results at PT. Marurat Artaraya is affected by a lack of work motivation, work environment, and compensation, where compensation is not given on time, so that many employees at PT. Marurat Artaraya does not work optimally. The following is the cost of compensation at PT. Marurat Artaraya Year 2020-2021:

Table 4
Compensation Costs at PT Marurat Artaraya for 2020-2021

Jenis Biaya	2020	2021
Fee Type	Rp.1.110.000.000	Rp. 900.000.000
Wages	Rp. 120.000.000	Rp. 85.000.000
Health Insurance (BPJS)	Rp. 100.000.000	Rp. 70.000.000
Accident Insurance (BPJS)	Rp. 90.000.000	Rp. 65.000.000
Bonus	-	-
Transportation Money	-	-

Based on the table above, the cost of compensation at PT. Artaraya has decreased from 2020 – 2021, the highest compensation costs are for the type of salary costs with a total of Rp. 1,110,000,000 in 2020 and in 2021 will experience a decrease with a total cost of Rp. 900,000,000. The lowest compensation costs are found in bonus costs with a total of Rp. 90,000,000 in 2021 and in 2021 it will decrease to a total of Rp. 65,000,000.

With the decrease in compensation costs, the company cannot provide compensation for each employee in a timely manner at PT. Marurat Artaraya, where the above compensation costs are the costs for all employees at PT. Marurat Artaraya. With the compensation costs that are not optimal, so many employees at PT. Marurat Artaraya does not work optimally. In previous research conducted by Nguyen et al., (2020) there was a significant positive influence on motivation, work environment and compensation. From the research background and previous research above, the authors are interested in carry out research with the title "The Influence of Motivation, Employee Performance, and Compensation on Employee Performance at PT. Marurat Artaraya.

2 METHOD

The research methodology employed in this study is descriptive and quantitative. Quantitative analysis is a research methodology rooted in the positivist philosophy employed to investigate specific populations or samples. It involves collecting research equipment for data, followed by quantitative or statistical analysis to evaluate predetermined hypotheses. Based on the aforementioned theoretical framework, the present study employs a quantitative research design with a descriptive approach. This research style involves collecting data from a sample of the target population, which is subsequently evaluated using appropriate statistical methods. The purpose of the descriptive research conducted in this study is to gather detailed descriptions and explanations about the motivational factors, work environment, and pay at PT. Marurat Artaraya.

The descriptive method is a way of formulating and interpreting existing data so as to provide a clear picture through the collection, compilation and analysis of data so that an overview of the company being researched can be identified. Presentation of data through tables, graphs, diagrams and so on is included in descriptive statistics. In descriptive statistics you can also look for the strength of the relationship between variables through correlation analysis, make predictions with regression analysis and make comparisons by comparing the average sample or population data.

Explains that quantitative research in looking at the relationship of variables to the object studied is cause and effect, so that in his research there are independent and dependent variables.

From these variables, we look for how much influence the independent variables have on the dependent variable. The independent variables in this study are work motivation, work environment, and compensation.

A population is a broad domain encompassing things or persons with specific features and characteristics, as defined by researchers, to conduct a study and derive results. The population includes human beings, inanimate things, and other elements of the natural world. The population encompasses the number of individuals inside the object or topic under investigation and all the traits or properties exhibited by the subject or objective. The population under investigation in this study comprises the entire workforce of PT. Marurat Artaraya, consisting of 145 employees.

The sample is part of the number and characteristics possessed by the population. In this study, research uses probability sampling techniques in which the taking provides equal opportunities for each member of the population to be sampled. This probability sampling technique consists of simple random sampling, systematic sampling, profitable stratified random sampling, disproportionate stratified random sampling, and cluster sampling. From several types of simple random sampling techniques in which samples are taken randomly without regard to strata (education level), religion, gender, or positions in the population. The number of samples is determined based on the calculation of the slovin formula with a tolerance error rate of 10% with a significance of 90%. Calculations with Slovin formula, error 10%, the representative sample size needed by the researcher is 59 people.

¹² The data sources used in this study consist of two types, namely Primary Data and Secondary Data. Data collection methods used in this study are observation, interview, list of statements (questionnaire), study of documentation or study of literature. After collecting data or questionnaires, the validity and reliability of the questionnaires were tested on 59 samples outside the research sample. Validity test is used to measure the legitimacy or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. In measuring this data, 59 samples were taken for the validity Test and processed using the SPSS program version 20.00.

A population is a broad domain encompassing things or persons with specific features and characteristics, as defined by researchers, to conduct a study and derive results. The population includes human beings, inanimate things, and other elements of the natural world. The population encompasses the number of individuals inside the object or topic under investigation and all the traits or properties exhibited by the subject or objective. The population under investigation in this study comprises the entire workforce of PT. Marurat Artaraya, consisting of 145 employees.

A hypothesis can be defined as a provisional response to articulating a research problem, typically presented in a question format. The transient nature of the offered information can be attributed to its reliance on factors obtained via data gathering. A hypothesis can be formulated as a theoretical response to a research topic before obtaining an empirical solution.

Based on the formulation of the problem described, the writer proposes a conjecture or hypothesis, namely:

1. H01: There is no significant influence between motivation on employee performance at PT. Marurat Artaraya.
Ha1 : There is no significant influence between the work environment on employee performance at PT. Marurat Artaraya.
2. H02: There is no significant influence between the work environment on employee performance at PT. Marurat Artaraya.
Ha2 : There is no significant influence between the work environment on employee performance at PT. Marurat Artaraya.
3. H03: There is no significant effect between compensation on employee performance at PT. Marurat Artaraya.
Ha3 : There is no significant effect between compensation on employee performance at PT. Marurat Artaraya.
4. H04: There is no significant influence between motivation, work environment and compensation on employee performance at PT. Marurat Artaraya.
Ha4 : There is no significant influence between motivation, work environment, and compensation on employee performance at PT. Marurat Artaraya.

Hypothesis testing uses the t test, F test, and R^2 determination test. The t test is a partial test to prove the initial hypothesis about the influence of motivational factors (X1), work environment (X2), and compensation (X3) as independent variables on employee performance (Y) as the dependent variable. To prove the hypothesis; (1) H0: $b_1, b_2, b_3 = 0$ means that the independent variable X (Motivation, Work Environment, and Compensation) has no effect partially on the Y variable (Employee Performance). H0 is accepted if $t\text{-count} < t\text{-table}$ at alpha $\alpha = 5\%$ and $\text{Sig} > 0.05$. (2) Ha : $b_1, b_2, b_3 \neq 0$ means that there is influence from the independent variable X (Motivation, Work Environment, and Compensation) partially there is a dependent variable Y (Employee Performance). Ha is accepted if $t\text{-count} > t\text{-table}$ at alpha $\alpha = 5\%$ and $\text{Sig} < 0.05$

According to Ghozali (2016) states that basically the f statistical test shows whether all the independent variables included in the model have a simultaneous effect on the independent variables. The f test was performed by comparing the value of fcount with ftable and seeing a significant value of 0.05 in the following way; (1) If $f\text{-count} > \text{probability } f\text{-table} < \text{significant value}$ ($\text{Sig} \geq 0.05$), then the research model can be carried out. (2) If $f\text{-count} > \text{probability } f\text{-table} > \text{significant value}$ ($\text{Sig} \leq 0.05$), then the research model cannot be used.

The coefficient of determination is employed to assess the extent to which the independent variable contributes to the variation observed in the dependent variable. The higher the coefficient of determination, the stronger the explanatory power of variable X about variable Y. The value of D equals the square of R multiplied by 100%.

DISCUSSION

As for the results of the research description related to variable X1 motivation where Statement 1 (The work I handle is in accordance with the knowledge I have) as many as 59 respondents who gave answers that strongly agreed were as many as 22 respondents (37.3%) and those who gave answers agreed as many as 25 respondents (42.4%) and 11 respondents (18.6%) gave doubtful answers and 1 respondent (1.7%) disagreed. Statement 2 (I ask for guidance in completing work) as many 59 respondents who gave answers strongly agreed, namely as many as 27 respondents (45.8%) and those who gave affirmative answers were 28 respondents (47.5%) and those who gave doubtful answers were 3 respondents (5.1%) and those who gave disagreed answers were 1 respondent (1.7%). Statement 3 (By getting an award as an outstanding employee, I feel valued by the company) as many as 59 respondents who gave answers that strongly agreed were as many as 34 respondents (57.6%) and those who gave answers agreed as many as 21 respondents (35.5%) and those who gave 3 respondents (5.1%) answered in doubt and 1 respondent (1.7%) disagreed. Statement 4 (Employees who excel faster to get promotions/raise positions) as many as 59 respondents who gave answers that strongly agreed were as many as 21 respondents (35.5%) and those who gave answers agreed as many as 30 respondents (50.8%) and those who gave 6 respondents (10.2%) answered in doubt and 2 respondents (3.4%) gave disagreed answers. Statement 5 (I am optimistic about everything that has been planned) as many as 59 respondents who answered strongly agree that is as many as 21 respondents (35.5%) and those who gave affirmative answers were 25 respondents (42.4%) and those who gave doubtful answers were 12 respondents (20.3%) and those who gave disagreed answers were 1 respondent (1, 7%). Statement 6 (I try to make my achievements better than other people) as many as 59 respondents who gave answers that strongly agreed, namely as many as 25 respondents (42.4%) and those who gave agreed answers were 30 respondents (50.9%) and those who gave doubtful answers were 4 respondents (6.8%).

For variable X2 work environment, as for the results of the description of Statement 1 (illumination/light where I work helps my work) as many as 59 respondents who gave answers that strongly agreed, namely as many as 33 respondents (55.9%), who gave answers that agreed as many as 22 respondents (37.3%) and 3 who gave uncertain answers respondents (5.1%) and those who

gave disagreed answers were 1 respondent (1.7%). Statement 2 (The lights in my work room are functioning properly) as many as 59 respondents who gave answers that strongly agreed, namely as many as 21 respondents (35.6%), who gave answers that agreed as many as 34 respondents (57.6%) and who answered in doubt as many as 4 respondents (6.8%). Statement 3 (I can adapt to the temperature/air temperature where I work) as many as 59 respondents who gave answers that strongly agreed, namely as many as 27 respondents (45.8%), who gave answers that agreed as many as 31 respondents (52.5%) and those who answered disagree as much as 1 respondent (1.7%). Statement 4 (Air circulation where I workflows well) as many as 59 respondents who gave answers that strongly agreed, namely as many as 21 respondents (35.6%), who gave answers that agreed as many as 34 respondents (57.6%) and those who answered in doubt as many as 4 respondents (6.8%). Statement 5 (I have good communication with my co-workers) as many as 59 respondents who gave answers that strongly agreed, namely as many as 27 respondents (45.8%), who gave answers that agreed as many as 29 respondents (49.2%) and those who gave doubtful answers - doubtful as many as 2 respondents (3.4%) and those who gave answers that did not agree were 1 respondent (1.7%). Statement number 6 (I often invite co-workers to have lunch together) as many as 59 respondents who gave a strongly agree answer, namely as many as 21 respondents (35.6%) and 33 respondents (55.9%) who gave affirmative answers and 5 respondents (8.5%) who gave doubtful answers.

Then the results of the description X3 compensation, Statement 1 (The salary I receive is in accordance with my work capacity) as many as 59 respondents who gave answers that strongly agreed, namely as many as 21 respondents (35.6%), who gave answers that agreed as many as 33 respondents (55.9%)) and 5 respondents (8.5%) gave doubtful answers. Statement 2 (The salary I receive is in accordance with the expertise I have) as many as 59 respondents who gave answers that strongly agreed, namely as many as 30 respondents (50.8%), who gave answers that agreed as many as 27 respondents (45.8%) and those who gave answers in doubt doubtful as much as 1 respondent (1.7%) and those who did not agree as much as 1 respondent (1.7%). Statement 3 (Occupational allowances given by the company in accordance with job responsibilities.) As many as 59 respondents who gave answers strongly agreed, namely as many as 21 respondents (35.6%), who gave answers that agreed as many as 25 respondents (42.4%) and those who gave answers 12 respondents (20.3%) were unsure and 1 respondent (1.7%) disagreed. Statement 4 (The company provides equal opportunity to employees to receive benefits) as many as 59 respondents who gave answers that strongly agreed, namely as many as 21 respondents (35.6%), who gave answers that agreed as many as 30 respondents (50.8%) and those who gave answers 6 respondents (10.2%) were unsure and 2 respondents (3.4%) disagreed. Statement 5 (Bonuses given by employees by the company in accordance with employee performance) as many as 59 respondents who gave answers that strongly agreed, namely as many as 27 respondents (45.8%) and those who gave answers agreed

as many as 31 respondents (52.5%) and those who gave the answer did not agree as much as 1 respondent (1.7%). Statement 6 (I feel happy with the bonus I received) as many as 59 respondents who gave answers that strongly agreed, namely as many as 21 respondents (35.6%) and those who gave answers that agreed as many as 34 respondents (57.6%) and those who gave answers in doubt doubtful as many as 4 respondents (6.8%).

And finally, the results of the description of variable Y employee performance, Statement 1 (Employees can complete work carefully and neatly) as many as 59 respondents who gave answers that strongly agreed, namely as many as 27 respondents (45.8%) and 31 respondents (52.5%) who gave affirmative answers and 1 respondent (1.7%) who disagreed. Statement 2 (Employees can complete more work than targeted) as many as 59 respondents who gave answers that strongly agreed, namely as many as 21 respondents (35.6%) and those who gave answers that agreed as many as 34 respondents (57.8%) and those who gave answers in doubt doubtful as many as 4 respondents (6.8%). Statement 3 (Employee work results are in accordance with predetermined targets) as many as 59 respondents who gave answers that strongly agreed, namely as many as 21 respondents (35.6%) and 33 respondents (55.9%) who gave affirmative answers and 5 respondents (8.5%) who gave doubtful answers. Statement 4 (Employees can complete more work than targeted.) As many as 59 respondents gave answers that strongly agreed, namely as many as 26 respondents (44.1%), who gave answers that agreed as many as 27 respondents (45.8%) and those who answered doubtful doubtful as many as 5 respondents (8.5%) and those who answered disagree were 1 respondent (1.7%). Statement 5 (Employees are able to complete work on time) as many as 59 respondents who gave answers strongly agree that is as much 27 respondents (45.8%) and 31 respondents (52.5%) who gave affirmative answers and 1 respondent (1.7%) who disagreed. Statement 6 (Employees can complete work quickly without any improvement) as many as 59 respondents who gave answers that strongly agreed, namely as many as 21 respondents (35.6%) and those who gave answers agreed as many as 34 respondents (57.6%) and those who gave doubtful answers - doubtful as many as 4 respondents (6.8%).

Prior to doing regression analysis, a test for data normality was conducted. The data normality test was conducted to assess if the assumptions of the regression equation have been satisfied, as indicated by the examination of the p-plot image. The results of the data normality test are presented in the form of a graphical representation, which depicts the extent to which the data points deviate from a diagonal line. Suppose the data is sampled from a distribution that follows a normal distribution. In that case, the data distribution values represented by the output points will tend to cluster around the diagonal line. Conversely, if the data comes from an abnormal distribution, the points are not spread around the diagonal line (spread far from the diagonal line). The results of the normality test in the form of a histogram graph and a p-plot graph can be seen in Figure 1 below:

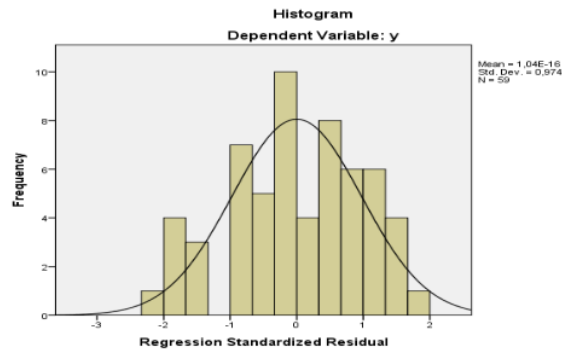


Figure 1 Histogram Graph

The data distribution depicted in Figure 1 exhibits a tendency to cluster around the diagonal line, indicating a relatively limited dispersion away from this line. The results of this investigation suggest that the data to be subjected to regression analysis exhibit a normal distribution, or in other words, the data meets the assumptions of normality. This implies that the variables examined in this study, including motivation, work environment, and compensation for employee success, satisfy the specified criteria.

Equations are employed in regression analysis to enhance the comprehensibility of the results and aid in their interpretation. The equation or model comprises constants and regression coefficients derived from previously conducted data processing. The regression equation that has been formulated then with the help of the SPSS program is processed data so that the final equation is obtained as follows:

Table 5
Results of Multiple Linear Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients
		β	Std. Error	β
	(Constant)	2.467	1.129	
1	x1	-0.115	0.064	-0.132
	x2	0.585	0.097	0.620
	x3	0.36	0.115	0.450

a. Dependent Variable: Employee performance (Y)

Based on Table 5 above, the multiple linear regression equation in this study is:

$$Y = 2,467 + -0,115X_1 + 0,585X_2 + 0,436X_3 + e$$

In this regression model, the constant value listed is 2.467 which can be interpreted if the independent variables in the model are assumed to be equal to zero, on average the variables outside the fixed model will increase the performance of permanent employees by 2.467 one-unit or in other

words if the variable motivation, environment work and compensation is not increased, then the performance of employees of PT. Marurat Artaraya is still 2,467 units.

The analysis reveals that the regression coefficient β_1 has a size of -0.115. This finding suggests that the motivating variable exerts a negative impact on the performance of employees at PT. Marurat Artaraya. This finding indicates that a decrease in the motivating variable by one unit is associated with a corresponding decline in the performance of employees at PT. Marurat Artaraya by -0.115 units.

The regression coefficient β_2 , with a magnitude of 0.585, in this study suggests that the work environment variable positively impacts employee performance at PT. Marurat Artaraya. This finding demonstrates a positive correlation between the increase in the work environment and the performance of employees at PT. Marurat Artaraya. Specifically, there is a corresponding increase of 0.585 units in employee performance for every one-unit increase in the work environment.

While the value of the magnitude of the regression coefficient β_3 is 0.436 in this study, it can be interpreted that the compensation variable has a positive effect on employee performance at PT. Marurat Artaraya. This shows that when compensation increases by one unit, the performance of employees at PT. Marurat Artaraya will also experience an increase of 0.436 units.

The results of testing the first hypothesis partially can be seen in table 6 following:

Table 6
Partial Test Results (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	β	Std. Error	β			Tolerance	VIF
(Constant)	2.467	1.129		2.185	0.033		
1 x1	-0.115	0.064	-0.132	-1.797	0.078	0.355	2.820
x2	0.585	0.097	0.620	6.043	0.000	0.181	5.524
x3	0.436	0.115	0.450	3.774	0.000	0.134	7.473

a. Dependent Variable: Employee performance (Y)

The following results have been achieved based on the data shown in the table above. The significant value for the motivating variable (0.078) is lower than the predetermined alpha level of 5% (0.05). The computed t-value of -1.797 is less than the critical t-value obtained from the t-table with degrees of freedom (df) equal to the difference between the sample size (n) and the number of predictors (k), which in this case is 55. The critical t-value from the t-table is determined to be 1.673. Based on the given results, the null hypothesis (H_0) may be accepted, whereas the alternative hypothesis (H_a) can be rejected for the motivating variable. Therefore, the motivation variable has a statistically insignificant and negative impact on employee performance at PT. Marurat Artaraya.

The p-value for the work environment variable (0.000) is less than the predetermined significance level of 5% (0.05), indicating a statistically significant relationship. Additionally, the calculated t-value (6.043) is greater than the critical t-value (1.673) at the given degrees of freedom ($n-k=59-4=55$), further supporting the relevance of the relationship. Based on the collected results, the null hypothesis (H_0) is rejected, indicating that there is evidence to support the alternative hypothesis (H_a) for the variable related to the work environment. Therefore, the variable of the work environment has a noteworthy and constructive impact on the performance of employees at PT. Marurat Artaraya. The p-value for the compensation variable (0.000) is less than the predetermined significance level of 5% (0.05), indicating a statistically significant relationship between the compensation variable and the outcome variable. Additionally, the calculated t-value (3.774) is greater than the critical t-value (1.673) for the specified degrees of freedom ($n-k=59-4=55$), further supporting the relevance of the compensation variable. Based on the collected results, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted for the compensation variable. Therefore, the remuneration variable exerts a positive and statistically significant impact on employee performance at PT. Marurat Artaraya.

The present study examines the relationship between motivation, work environment, and compensation on employee performance at PT. Marurat Artaraya. The analysis involves testing the hypothesis using the F-test, which allows for simultaneous examination of the dependent variable. The significance of the F-value in the calculation output is considered, with an alpha level set at 5%. If the p-value of the F-test is less than 0.05, it indicates a statistically significant relationship between all the independent factors and the dependent variable. The results of the f test in this study can be seen in Table 7 below:

Table 7
Simultaneous Test Results (Test f)
ANOVA^a

Model		Sum of Squares	df	Mean Square	f	Sig.
	Regression	351.862	3	117.287	156.871	0.000 ^b
1	Residual	41.122	55	0.748		
	Total	392.983	58			

a. Dependent Variable: Kinerja (Y) : Employee performance (Y)

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

The regression test results in this study indicate a significance value of 0.000. In order to meet the requirement for statistical significance, it is necessary for the significance value of the F statistic to be less than 5% or 0.05. Additionally, the calculated value of the F statistic (f_{count}) should be greater than the critical value of the F statistic (f_{table}) at a certain significance level. In this specific case, the calculated value of f_{count} is 156.871, which exceeds the critical value of f_{table} at 3.16 for degrees of freedom (df_1) equal to $k-1$ ($4-1=3$) and degrees of freedom (df_2) equal to $n-k$ ($59-4=55$). Therefore, it can be inferred that the independent variables, namely motivation, work environment,

and compensation, exert a positive and statistically significant impact on the dependent variable of employee performance at PT Marurat Artaraya.

The value of the coefficient of determination (R^2) is used to measure the magnitude of the relationship of the independent variables consisting of motivation, work environment and compensation variables that have a positive and significant effect on the performance of employees of PT. Marurat Artaraya. The results of the determination test can be seen in Table 8 below:

Table 8
Determination Coefficient Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.946 ^a	0.895	0.890	0.86468	1.467

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

b. Dependent Variable: Employee performance (Y)

According to the findings presented in Table 8, the correlation regression coefficient of 0.946 indicates a statistically significant positive relationship between motivation, work environment, compensation, and employee performance at PT. Marurat Artaraya. These factors collectively contribute to enhancing employee performance at a substantial level. The Adjusted R Square value is 0.890 (89.0%). A significant proportion, precisely 89.0%, of the variance in the independent variables encompassing motivation, work environment, and compensation within the model substantially impacts the dependent variable of employee performance at PT. Marurat Artaraya. Conversely, the remaining 11% is attributable to the influence of additional variables outside the variables above.

The Impact of Motivation on Employee Performance at PT. Marurat Artaraya. This study aligns with the findings of prior research undertaken by Febry Erfin Ardianti from Muhammadiyah Jember University (UMJ) in 2018. According to the findings of the t-test analysis, it can be concluded that the motivating variable has a statistically insignificant negative impact on employee performance at PT. Marurat Artaraya. The motivational variable's significance value (0.078) is lower than the predetermined alpha level of 5% (0.05), indicating a statistically significant relationship. Additionally, the calculated t-value (-1.797) is smaller than the critical t-value (1.673) for the given degrees of freedom ($n-k=59-4=55$), further supporting the significance of the motivational variable. Based on the collected results, the null hypothesis (H_0) is accepted, and the alternative hypothesis (H_a) is rejected for the motivating variable. Therefore, the motivational factor has a limited and statistically insignificant impact on the overall performance of employees at PT. Marurat Artaraya.

The Impact of the Work Environment on Employee Performance at PT. Marurat Artaray. This study aligns with the findings of a prior investigation undertaken by Riani Nitasari at the University of Jember in 2016. The findings of the t-test indicate that the work environment variable has a statistically significant and beneficial impact on employee performance at PT. Marurat Artaraya. The p-value for the work environment variable (0.000) is less than the predetermined significance level of 5% (0.05), indicating a statistically significant relationship. Additionally, the calculated t-value (6.043) is greater than the critical t-value (1.673) for the given degrees of freedom ($n-k=59-4=55$), further supporting the relevance of the relationship. The null hypothesis (H_0) is rejected

based on the collected results, while the alternative hypothesis (H_a) is accepted about the work environment variable. Therefore, it can be inferred that the variable of the work environment has a noteworthy and constructive impact on the performance of employees at PT. Marurat Artaraya.

² The Impact of Compensation on Employee Performance at PT. Marurat Artaraya. This study aligns with the findings of a prior investigation undertaken by Dina Riskha Ariani from the University of Riau in 2020. The findings from the t-test indicate that the remuneration variable has a statistically significant and favorable impact on the performance of employees at Gajah Mada College Medan. The p-value for the variable "compensation" (0.000) is less than the predetermined significance level of 5% (0.05), indicating statistical significance. Additionally, the calculated t-value (3.774) exceeds the critical t-value (1.673) for the given sample size ($n=59$) and number of predictors ($k=4$). Based on the collected results, the null hypothesis (H_0) is rejected, indicating that the alternative hypothesis (H_a) is accepted for the compensation variable. Therefore, the remuneration variable has a statistically significant and favorable impact on the performance of employees at PT. Marurat Artaraya.

⁴ The present study examines the impact of motivation, work environment, and compensation on employee performance at PT. Marurat Artaraya. This study aligns with the findings of a prior investigation undertaken by Nurul Cahyani from Indonesian Muslim University, South Sulawesi (2021). The t-test findings indicate a statistically significant and positive relationship between motivation, work environment, compensation, and employee performance at PT. Marurat Artaraya. The significance value of 0.000 indicates the observed results of the regression test in this investigation. The significance value required for this analysis is $f < 5\%$ or 0.05. Additionally, the calculated f-value of 156.871 exceeds the critical f-value of 3.16, given the degrees of freedom ($n-k=59-4=55$). Therefore, the independent factors, namely motivation, work environment, and compensation, positively and statistically significantly impact employee performance at PT. Marurat Artaraya.

CONCLUSION

From the results of this study aims to see the influence of Motivation, Work Environment and Compensation either partially or simultaneously on Employee Performance at PT. Marurat Artaraya. Based on the results of data analysis, hypothesis testing and discussion that has been described in this study, several conclusions can be drawn. Based on the results of a partial analysis of the independent variable Motivation (X_1) has a negative and insignificant effect on the dependent variable Employee Performance (Y) at PT. Marurat Artaraya. With the result $t_{count} = -1.797 < t_{table}$

tableL ($n-k=59-4=55$) so that a t-table value of 1.673 is obtained with a significant value of 0.075 > 0.05. Based on the results of a partial analysis of the independent variable Work Environment (X2) has a significant positive effect on the dependent variable Employee Performance (Y) at PT. Marurat Artaraya. With the result tcount = 6.043 > t-table ($n-k=59-4=55$) so that a t-table value of 1.673 is obtained with a significant value of 0.000 < 0.05. Based on the results of partial analysis of the independent variable Compensation (X3) has a significant positive effect on the dependent variable Employee Performance (Y) at PT. Marurat Artaraya. With the result tcount = 3.774 > t-table ($n-k=59-4=55$) so that a t-table value of 1.673 is obtained with a significant value of 0.000 < 0.05. Based on the results of simultaneous analysis of the independent variables Motivation (X1), Work Environment (X2) and Compensation (X3) has a significant effect on the dependent variable Employee Performance (Y) at PT. Marurat Artaraya. With the result fcount = 156.871 > f-table ($n-k=59-4=55$) so that the f-table value is 3.16 with a significant value of 0.000 < 0.05.

Based on the conclusions showing that there is a significant and positive influence between the independent variables and the dependent variable, the researchers provide suggestions that can be taken into consideration so that in the future the performance of employees at PT. Marurat Artaraya to be even better, namely; The company must further improve each of the existing regulations and provide consequences for employees who violate each of the regulations that have been set. This can increase the motivation of each employee and make them more responsible for the tasks that have been given by the company PT. Marurat Artaraya. PT. Marurat Artaraya must pay more attention to the quality of work in every company activity. This can be seen from the monthly reports made by employees in accordance with what was ordered by the company.

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