

The Effect Of Compensation, Motivation And Work Satisfaction To The Performance At Investment And Integrated One-Stop Service Office Regency Of Dharmasraya

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ABSTRACT

This research is aimed to know the significance of effect: Compensation to performance, Work Motivation to performance, Work Satisfaction to employees' performance, Compensation, Motivation and Work Satisfaction to the employees' performance. This is a survey research within questionnaires as the technique to 39 respondents who were the employees of Investment And Integrated One-Stop Service Office Regency of Dharmasraya. This is quantitative descriptive research. In order to obtain a valid and reliable instrument, validity and profitability tests. The technique of data analysis was simple linear regression and multiple linear regression with t-test, f-test and Adjusted R². The result of the research shows that there are positive effects from compensation, motivation and work satisfaction simultaneously to the employees' performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya.

Key words: Compensation, Motivation, Work Satisfaction, Employees' Performance

INTRODUCTION

Lately, the government gave a hug attention to the efforts of apparatus skill improvement in doing their duties, giving services as best as possible to the community as their role as servants of the nation and society. The efforts were executed through education and training whether it is structural or functional. However, the education and training themselves are not enough. Coaching and apparatus work motivation to improve, upgrading the performance, is highly necessary. Therefore, governmental apparatus has a significant role and position as the motoric element and movement in all governmental functional creativity along within the demand for reformation which demands a clean government out of amoral action.

The implementation of regional autonomy treatment tends to be wide, real and responsible autonomy. As the consequences of rights and obligations give to the region, rights and obligations which are needed to be handled by the region in achieving the purpose of given autonomy are service improvement and better community welfare.

In doing their duties, employees absolutely need a compensation and motivation, if those aspects have been fulfilled, the level of employees' performance, work satisfaction and productivity are expected to increase. The compensation basically is the rights of the employees and also obligations to support their contribution in achieving the purpose. The compensation is able to increase employees' motivation, an employee who sees the improper compensation, the performance, motivation and/or his work satisfaction will also decrease.

Table 1
Total budgets of Investment And Integrated One-Stop Service Office Regency of Dharmasraya during 2014-2018

No	Year	Total Budget	Compensation in forms of incentive and office facilities
1	2014	4.443.816.800	550.000.000
2	2015	3.546.715.853	500.000.000
3	2016	3.338.715.853	-
4	2017	1.803.432.800	-
5	2018	1.795.475.000	-

Source: Head Of Budget Subdivision

In the table above, it can be seen that total budgets at Investment And Integrated One-Stop Service Office yearly got degradation.

From 2016 to 2018, in the budget of Investment And Integrated One-Stop Service Office, there has been no compensation fee available especially for bonus and office facilities. The bonus has been terminated; this is unfortunate if it is related to the distance of Investment And Integrated One-Stop Service Office.

Regency of Dharmasraya office which is far from employees' home and this condition is not ideal enough to support employee operational cost.

Motivation in working is a complementary matter. In other words, it is compliment for each other. It encourages an individual to do a job in order to achieve the desire and satisfaction or maybe urgent primary needs. Higher motivation will make an employee to work better which is able to improve the performance at the end. The employee with high passion in working will improve the performance of organization. The satisfaction in working is based on the stimulation from motivation to work better by considering work indicators which are seen from the quality of results in working, quantity of the completed tasks and the precision of time in completing a task.

In the relation with those matters, different condition is found at Investment And Integrated One-Stop Service Office Regency of Dharmasraya. Most of the employees are still lack of work motivation. This matter can be seen from the rate of employee absence at Investment And Integrated One-Stop Service Office in 2017/2018 as follows:

Table 2
the rate of employee absence at Investment And Integrated One-Stop Service Office in 2017/2018

Month	Employee Total	Ill without doctor's statement		absence		late		Total		Rate of Absence	
		2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
January	39	4	2	1	1	20	22	25	25	64 %	64 %
February	39	3		3	1	20	23	26	24	66 %	61 %
March	39		2	4	3	16	20	20	25	51 %	64%
April	39		4	2	1	15	22	17	27	43 %	69%
May	39	2		2	2	20	17	24	19	61 %	48%
June	39	2	1	2		20	15	24	16	61 %	41%
July	39	3			1	15	20	18	21	46 %	53%
August	39		1	2	2	18	20	20	23	51 %	58%
September	39	1	2	2	3	21	21	24			
October	39			3	3	22	17	25			
November	39	2	3	1	2	19	20	22			
December	39	1		1		22	15	24			

Source: Head of Subdivision of Staffing

From the table above, it is known that employee work motivation at Investment And Integrated One-Stop Service Office is very low. The highest rate of absences is in February 2017 (66%) and in April 2018 (69%). The average of absence rate is above 50%. High rate of absence is not only caused by lack of discipline but also can be seen from lack of motivation given to the employees so their performances in working are low. This matter can be seen from permit completion at Investment And Integrated One-Stop Service Office in 2018, as follows:

Table 3
Investment And Integrated One-Stop Service Office in 2018

Year	Number of resolved permission
January	169
February	108
March	188
April	221
May	209
June	85
July	303
August	149

Source: Head of Subdivision of Finance, Program and Reporting

From the table above, an expectation of employees at Investment And Integrated One-Stop Service Office Regency of Dharmasraya, related with their perspective that their certainty for better result is still low, can be seen. Therefore, tendencies to do better are very low. The implementation of this behavior can be seen through the situation; many postponed tasks in the matter of community demands for licenses are not able to be confirmed for finishing on time and in long period of time. There are still many employees at Investment And Integrated One-Stop Service Office Regency of Dharmasraya that do not like and love their jobs that much. This condition is reflected through many postponed jobs and licenses which have been promised to the community still no longer finished.

Related to the supervision done to the employees whether it is in the matter of attendance disciplines or low-rate work discipline, it is shown that a leadership is not applied properly to fulfill supervise function. Work challenges are still low, felt by the employees at Investment And Integrated One-Stop Service Office Regency of Dharmasraya which states that the

employees find no challenge in their job so it leads to saturation in working. The tasks, done by them, do not need thought and idea aspiration for development.

Lately, work performance is one of the most popular matters, because it has a significant role in reaching organization goals. Thus, it is shown that there is a correlation between work results and time to produce outcome (the results) from tasks or activities done by the employees. They will feel proud and satisfied about the results which they have achieved. A good work result is the expectation of every employee. An employee will boost his/her performance if the results are compatible with a target which has been set and also with quality and quantity standard. This matter can be seen from Table of Locally-generated revenue Target Achievement Investment And Integrated One-Stop Service Office Regency of Dharmasraya, as follows:

Table 4
Locally-generated revenue Target Achievement Investment And Integrated One-Stop Service Office Regency of Dharmasraya

YEAR	TARGET	REALIZATION	% ACHIEVEMENT
2013	1.600.000.000	1.702.928.087	106
2014	1.800.000.000	1.668.379.651	92
2015	1.005.280.000	1.245.190.610	123
2016	1.522.760.000	900.468.989	59
2017	1.147.820.000	832.598.921	72
2018	1.322.880.000	95.687.467 (Condition from January to August)	7.2

Source: Head of Subdivision of Finance, Program and Reporting

Based on the table above, it can be seen the realization which should be accomplished by the employees of And Integrated One-Stop Service Office Regency of Dharmasraya from 2013 to 2018, it is shown that only in 2013 the target was surpassed but in 2015 the target was achieved because of a significant derivation from target total. In last two years, the realization was lower significantly from the target. In 2018, conditions of achievement from January to August 2018 were still at 7.2%

Integrated One-Stop Service Office Regency of Dharmasraya as a governmental organization which is functioned to deal with regional government issues in the matter of licenses, should have employees with high-rate performances so all service of licenses at Regency of Dharmasraya can be accomplished well.

There are many factors affecting the performance, whether it is internal factor or external factor also personal factor from the individual. Those factors are motivation, work satisfaction, stress level, task physical condition, compensation system, organization culture, economic aspects, technical aspects and behaviors. Technical aspects also affect the employee's performance, such as conducive work environment and organization culture also leadership also have significant roles. A leader must always create a conducive work environment for the employees and shape a cooperation among the employees in the organization and cross-organization in accomplishing responsibilities for the tasks so it can be better. Thus, the expected performance can be achieved well.

Samsudin (2006) stated that a compensation is a remuneration directly in the form of money (financial) or indirectly in the form of achievement (non-financial). Meanwhile, Nawawi (2008)

argued that the compensation is an achievement to labors who have given their contribution in implementing the purpose of organization through working. Work compensation is everything received by the employees as a remuneration for their work (Tohardi, 2002:411).

Besides the compensation, motivation is also very important to determine the performance in which motivation is a booster that direct an individual to achieve the aim. The pulse or the willingness is called as the motivation (Nyayu, 2014:150). The motivation is a process to produce an intensity, way and perseverance of an individual in achieve the purpose. This intensity is highly correlated to how big the efforts of an individual to achieve that purpose while perseverance is related to how long an individual are able to maintain those efforts (Badeni, 2014: 76-77). This is similar with one stated by Ardana (2012:193) that work motivation is something that push or boost a passion in working.

Next, besides those two factors above, work satisfaction is also an essential aspect in improving performance. Robbin (2001:148), stated that work satisfaction is a common attitude of an individual about his/her job. A job demands an interaction with work-mates and superior, a life in a work condition is often less ideal and other things. It means that an assessment of an employee about satisfying or dissatisfying a job is a complex calculation from a total element in a discrete task (differentiated and separated one with another).

There are some hypothesizes proposed in this research: 1) A compensation has significant effect to the employees' performance improvement at Investment And Integrated One-Stop Service Office Regency of Dharmasraya; 2) Work motivation has significant effect to the employees' performance improvement at Investment And Integrated One-Stop Service Office Regency of Dharmasraya; 3) Work satisfaction has significant effect to the employees' performance improvement at Investment And Integrated One-Stop Service Office Regency of Dharmasraya; 4) Compensation, Motivation and Work satisfaction simultaneously have positive effects to the employees' performance improvement at Investment And Integrated One-Stop Service Office Regency of Dharmasraya

THEORITICAL BASIS

Compensation

That compensation is the provision of remuneration, both directly in the form of money (financial) or indirect in the form of awards (non-financial), (Samsudin, 2006). According to Leon C. Mengginson in Anwar Prabu Mangkunegara (2009: 84) states that there are six factors that influence compensation policies, namely government factors, joint offerings between companies and employees, standards and employee living costs, measures of comparison of wages, demand and supply, and ability pay. According to Siagian (2003: 64-66) there are several things that can be used as indicators of compensation, including wages and salaries, incentives, benefits, and facilities

Work Motivation

Saydam in Kadarisman (2012: 296) states that a person's work motivation in carrying out his work is influenced by several factors, namely internal factors derived from psychological processes in a person, and external factors that come from outside (environment factors).

Work Satisfaction

Hasibuan (2008: 202) states that job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Then Alwi (2001: 118) states that various forms of satisfaction include satisfaction with compensation received, satisfaction with assignments, satisfaction with work arrangement,

satisfaction with opportunities ahead through position. Based on the opinions of the experts, it can be argued that job satisfaction is the feeling of employees and employee attitudes that arise about something pleasant or unpleasant related to their work.

Performance

Wibowo (2010: 9). Performance is a management style in managing performance-oriented resources that carry out communication processes openly and sustainably by creating a shared vision and integrated and strategic approach as the driving force for achieving organizational goals.

System performance control in a company can be divided into performance results and behavioral performance. Based on the results of research by Anderson and Oliver (1987) in Cravens et al (2012), many companies only control system performance results even though the behavior control system performance is more important. It is evident that with a control system the performance of good behavior of the ability of employees, employee behavior, intrinsic motivation that arises and thinking to do more strategies will increase. This will be in line with the increase in the performance results to be achieved. It can be concluded that performance depends on the knowledge, skills and attitudes and motivation of a person in carrying out their duties.

METHODS

In the relation with the purpose of this research; explaining the effects of specified variables, the type of this research is explanatory quantitative research which explains causal relation and hypothesis test in order to discover the relation or correlation between exogen variable (X) with one endogen variable (Y) (Siregar, Syofian. 2013:17). This research seeks to find the effects of compensation, work motivation and work satisfaction to the employees' performance improvement at Investment And Integrated One-Stop Service Office Regency of Dharmasraya.

In this research, there are several techniques of data collection used in order to measure the variables, such are: 1) Observation; 2) Interview; 3) Questionnaire. There are some techniques to analyze the data in this research, such are: 1) Descriptive Data Analysis; 2) Respondent Achievement Analysis; 3) Classic Assumption Test which consists of: Normality test, linearity test, multicollinearity test, heteroskedasticity test. 4) Statistic Analysis which consists of: Multiple Linear Regression, T-Test (Partial) and F-Test (Simultaneous).

RESEARCH FINDINGS

Based on the results of Simple Linear Regressive analysis by using SPSS as the technique of data analysis, it is obtained that from 39 respondents within an assumption that those three independent variables (compensation, motivation and work satisfaction) to the performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya, a multiple regressive equation can be formulated as follows:

$$Y = 1,053 + 0,029X_1 + 0,212X_2 + 0,671 X_3$$

The equation shows that the independent variables have effects to dependent variable, within the explanation as follows:

5. Constanta Value 1,053 indicates dependent variable value before or without being affected by independent variables. If variables compensation, motivation and work satisfaction have zero value, variable performance has reached value to 1,053.

6. Regressive coefficient value of variable compensation 0,029 shows positive compensation to performance. If variable compensation increase one point, it will increase the performance value for 0,029 in every point or (02,9%), within the assumption that other variables are constant.
7. Regressive coefficient value of variable motivation 0,212 shows positive effects of motivation to performance. If variable motivation increase one point, it will increase the performance value for 0,212 in every point or (21,2%), within the assumption that other variables are constant.
8. Regressive coefficient value of variable work satisfaction 0,671 shows positive effects of work satisfaction to performance. If variable work satisfaction increase one point, it will increase the performance value for 0,671 in every point or (67,1%), within the assumption that other variables are constant.

DISCUSSION

The Effect of Compensation to Performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya

According to Samsudin (2006), he argued that a compensation is a remuneration directly by giving money (financial) or indirectly by giving an achievement (non-financial), while Nawawi (2008) stated that the compensation is an achievement to the workers who have given their contribution in implementing the aim of organization by working. Work compensation is everything which is received by employees as a remuneration for their work (Tohardi. 2002:411).

Based on the results of this research, it is known that compensation has some effects to the employees' performance. Those are positive effects which means that the higher rate of compensation to the performance, the higher performance of the employees. The compensation is a feedback from a company to the employee for their contribution. By giving a good compensation in the company, it will give positive effects to the company itself. If the employees get an adequate compensation compatible with what they have done for the company, they will tend to do their best for the company. Hence, the employees will strive to maintain or even to improve their performance in the company. However, if the employees feel the compensation is not compatible with the contribution they gave to the company, they will tend to work less maximally in doing their tasks and responsibilities to the company.

The Effect of Motivation to Performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya

Based on the results of this research, it is known that work motivation has some effects to the employee's performance. The effects are positive which means that the high work motivation rate, the higher performance of the employees. High motivation rate will encourage an individual to do certain activities more focus and more intensive in the process of doing and vice versa. Thus, high or low rate of motivation to the individual will be able to encourage how big the willingness in behaving or how fast his/her capability in accomplishing a task. It is similar with one stated by Ardana (2012:193) that work motivation is an aspect which can cause a boost or a passion in working. High work motivation tends to affect the job positively.

Good process and results of a job tend to accelerate work satisfaction of the employees. Godi Prakasa (2017) in his research entitled "The Effects of Motivation to Employees' Performance with Work Satisfaction as Mediation Variable at PT PLN Distribusi Lampung" shows that work satisfaction has a role as a motivation mediator to the performance of employees. Furthermore, Motivation is a boost in an individual consciously or unconsciously to do an action for a certain

purpose, or efforts which are able to cause the individual or a group to work or move because they want to gain the purpose that has been established or to get work satisfaction.

The Effect of Work Satisfaction to Performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya

Based on the results of this research, it is known that work satisfaction has some effects on the performance of employees. Those effects are positive which means that the higher work satisfaction of the employees to the company, the higher performance of employees. Work satisfaction is one of the essential factors to obtain optimal work goals. When an employee feels satisfied in working, he will strive maximally to accomplish his tasks.

Handoko (2001:193), stated that work satisfaction is an emotional condition cheerfully or uncheerfully in which the employees regard their job. Then, based on Robbin (2001:148), he stated that work satisfaction is a common attitude of an individual toward his/her job. The job demands an interaction among the employees and with the superior, a life in work condition is often less ideal and other things.

Work satisfaction is one personal thing because every individual will have heterogenous level of satisfaction based on the values in every self of them. The more aspects in a task compatible with the expectation of an individual, the higher satisfaction level felt by the individual.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of data analysis and discussion, the conclusion can be drawn as follows:

1. Compensation has significant effects to the performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya.
2. Motivation has significant effects to the performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya.
3. Work Satisfaction has significant effects to the performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya.
4. Compensation, Motivation and Work Satisfaction has significant effects to the performance at Investment And Integrated One-Stop Service Office Regency of Dharmasraya.

Suggestion

It is addressed for the Head of Investment And Integrated One-Stop Service Office Regency of Dharmasraya.

1. It is better for the office to pay attention on employees' welfare as the office asset by giving adequate compensation and allowance.
2. It is better for the superior to give more motivation to the employees so it is able to improve their performance because based on the data, there are still many employees that are dissatisfied about their jobs.
3. Based on the data, the employees are still lack of good work satisfaction. It is because performance improvement indirectly through work satisfaction has been proven well.

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