

The Effect of Training Development, Motivation, and Compensation on the Employee’s Work Productivity At Pt. Indojava Steel Center

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Abstract:- The purpose of this study was to analyze the influence of training development, motivation, and compensation on employee’s work productivity at PT Indojava Steel Center. The method used is a quantitative method with an explanatory type of research. The population in this study were all employees of PT. Indojava Steel Center as many as 91 employees. Determination of the number of samples is conducted using simple random sampling technique so that the samples used in this study were 91 employees of PT. Indojava Steel Center. The data obtained are then processed using the SPSS version 22.00 program, the analytical method used is multiple linear regression and hypothesis. The results showed that training development, motivation, and compensation had an effect on work productivity at PT. Indojava Steel Center. Then simultaneously show that training development, motivation, and compensation influence work productivity variables is equal to 0.879 or 87.9%, and 12.1% is influenced by other factors outside of this research variable.

Keywords:- Compensation, Motivation, Training Development, Work Productivity.

I. INTRODUCTION

The importance of managing human resources is due to human factors as the main actors in every operational activity of a company. The better the ability of human resources possessed, the better the results achieved, and vice versa, the lower the quality of the human resources, the lower the results to be achieved, because however sophisticated the facilities and infrastructure are owned by a company without being supported by quality human resources will hinder the achievement of the company's goals.

This means that to achieve success can be realized by managing human resources as well as possible, because quality human resources is one of the strengths possessed by a company to achieve goals, one of which is to increase employee productivity. This is as stated by Turere (2013: 23) that the success of an institution or organization is not only determined by the capital and facilities it has, but also the availability of reliable human resources.

Based on some previous studies, there are several factors that can affect work productivity in an organization, including organizational culture, leadership, motivation, employee involvement, training, compensation, and working period. These factors can be seen in the Figure 1 below.

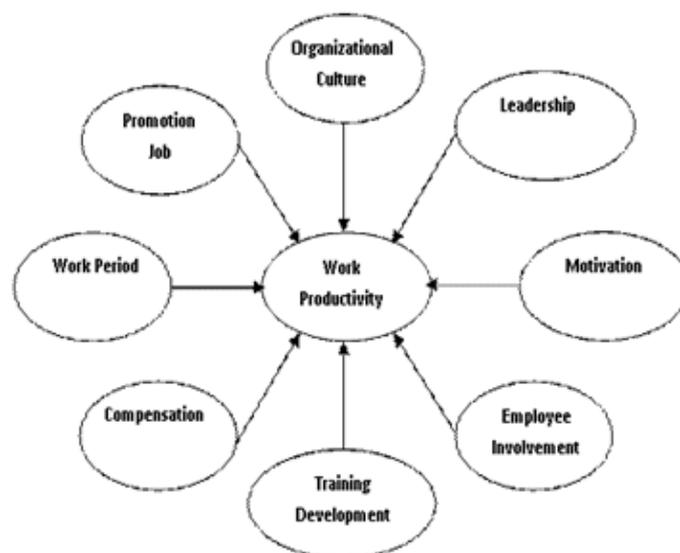


Fig 1:- Working Productivity Factors

To strengthen which factors have the most dominant influence in shaping work productivity in an organization, the researcher first conducts a survey pre-survey conducted on 30 employees of PT. Indojapan Steel Center. The results of the pre survey research can be seen in Table 1 below.

Factors	Percentage
Organizational Culture	68.00
Leadership	71.33
Motivation	75.33
Employee Involvement	71.33
Training Development	72.67
Compensation	74.67
Working Period	68.67
Promotion Job	66.67

Table 1:- Results of the Research Survey

The results of the pre survey research showed that there were three highest factors that were thought to influence work productivity, namely: motivation,

compensation and Training Development. On the basis of the pre-study results, this study focuses on discussing motivational factors, compensation, and Training Development as factors that influence work productivity at PT. Indojapan Steel Center.

Work productivity will be achieved if the organization has employees who have high morale that is supported by a fair compensation system, and employee training so as to facilitate the achievement of organizational goals efficiently and effectively.

The work productivity of PT. Indojapan Steel Center employees is currently not maximal, things can be seen from the productivity table. Based on documentation data at PT. Indojapan Steel Center, information was obtained which explained that the work productivity of employees was not in accordance with the targets set by the management. This can be seen in the following table:

No.	Performance achievement	Assessment	Percentage	Performance target	Total
1	70-80	Enough	50%	100	45
2	81-90	Good	35%	100	32
3	> 90	Excellent	15%	100	14
					91

Table 2:- Employee Productivity of PT. Indojapan Steel Center in 2017

Source: Company Personnel Indojapan Steel Center (2017)

Based on table 2, it can be seen that the work productivity of Indojapan Steel Center employees has not been maximal, of which 91 employees have 45 (50%) employees whose performance achievements are still insufficient category ratings, and 32 (35%) employees have

good ratings. Thus, the performance of Indojapan Steel Center's company employees still needs to be improved.

Furthermore, judging from the indicators of delay in Indojapan Steel Center employees, can be seen in table 3 below:

No.	Assessment	Percentage	Achievements	Total
1	Never late	55%	100%	50
2	Never too late	45%	90-99%	41
				91

Table 3:- Delays in Employees of PT. Indojapan Steel Center in 2017

Source: Company Personnel Indojapan Steel Center (2017)

Based on table 3, it can be seen that there are still quite a lot of employees who arrive late at PT. Indojapan Steel Center, which reaches 41 (45%) employees, so that employee performance is practically not optimal.

understanding of various types of procedures, processes, regulations, occupational sciences, and so forth. As for Sedarmayanti (2011) in Saprudin (2018: 12) training and development is an effort to reduce or eliminate the gap between the ability of employees and the desired organization. The business is carried out by increasing the work capacity of employees by increasing knowledge and skills and attitude.

II. LITERATURE REVIEW

A. Training Development

According to Mathis (2009) in Saprudin (2018: 24) Training (training) is a process where people get the capability to help achieve organizational goals. Employee training or training is a systematic effort of the company to improve the knowledge, skills and attitudes of employees through the learning process so that they are optimal in carrying out their functions and job duties. In training employees are given knowledge that is all employees'

B. Motivation

According to Handoko in Widagdo *et al.* (2018: 67) Motivation is defined as a condition in someone who encourages the desire of individuals to carry out certain activities in order to achieve goals. Employee motivation itself can come from the need for money, appreciation, power, and recognition. External motivation can come from

family, work colleagues and superiors. Broadly speaking, work motivation is divided into two parts, namely positive motivation and negative motivation. Positive motivation is the process of influencing people by giving them the possibility of getting a prize, while negative motivation is the process of influencing someone through the power of fear such as losing recognition, money or position.

C. Compensation

According to Saprudin (2018: 78) Compensation is all types of awards in the form of money or not money given to employees in a fair and fair manner for their services in achieving company goals. Giving compensation is very important for employees, because the size of compensation is a measure of employee work productivity, so if the

compensation system provided by the company is fair enough for employees, it will encourage employees to work better in doing their jobs and be more responsible for each assignments given by the company.

D. Work Productivity

Work productivity according to Hasibuan (2014: 128) is a comparison between outputs and inputs and expresses how to use both sources in producing goods or services. From the above understanding it can be said that productivity touches various aspects of human beings such as attitudes, mentality, ethics and expertise so that it can be used as a driver in improving quality to be better everyday.

E. Research Model

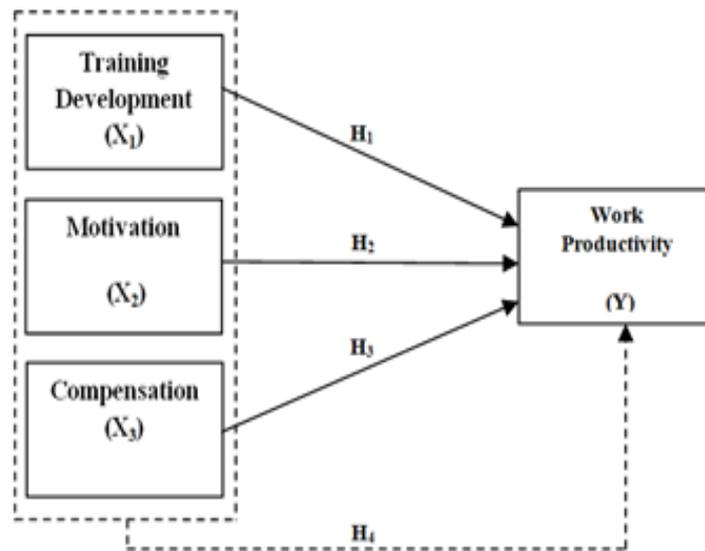


Fig 2:- Research Model

Based on the framework that has been made, in order to answer the problem of this research, the proposed hypothesis is as follows:

- H₁ : Training Development has a significant effect on Work Productivity
- H₂ : Motivation has a significant effect on Work Productivity
- H₃ : Compensation has a significant effect on Work Productivity
- H₄ : Training Development, Motivation and Compensation have a significant effect on Work Productivity

III. RESEARCH METHODS

This study uses a quantitative approach with explanatory or causal design that aims to explain how one variable influences or is responsible for changes in other variables (Cooper and Schindler, 2014: 141). Furthermore, this study is cross-sectional, which is a type of research that collects information / questionnaires only once a time to the sample. Because data is collected at one time at a time and only once by distributing questionnaires to employees.

In accordance with the focus of research, the population in this study are all employees of PT. Indojapan Steel Center as many as 91 employees. In this study researchers used probability sampling with a type of simple random sampling or a simple sampling technique. The method used in this study is to use multiple linear regression models with the help of SPSS version 20.00.

The relationship between the independent variables and the dependent variable can be described through the following linear regression equation:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

information:

- Y = Work Productivity
- α = Constanta
- β = Regression Coefficient
- X₁ = Training Development
- X₂ = Motivation
- X₃ = Compensation
- ε = error

To prove the hypothesis, the steps are as follows: Test the Hypothesis with t test (t-test) and F test.

IV. RESEARCH RESULT

Before doing multiple regression testing and hypothesis. Researchers first test classical assumptions. The classic assumption test is used to obtain an estimator value or an unbiased coefficient value from the regression model. The following is a presentation of classic assumptions in the regression model.

➤ *Normality Test*

Based on the results of normality testing, it is known that the significance value obtained is 0.097. The significance value is greater than 0.05. Then it can be concluded that the data in the regression model is normally distributed.

➤ *Multicollinearity Test*

The results of the multicollinearity test show that the variables of Training Development, Motivation, and Compensation have a tolerance value of > 0.1 and VIF < 10. Thus the results of this test indicate that there is no correlation between independent variables namely Training Development, motivation, and compensation. So it can be concluded that there is no multicollinearity problem in the regression model.

➤ *Heteroscedasticity Test*

Based on the results of heteroscedasticity test, the results of heteroscedasticity test show that the three variables are free from the problem of heteroscedasticity, this is indicated by the significant value obtained by training development variables, motivation, and compensation greater than 0.05.

➤ *Multiple Regression Analysis*

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.141	3.379		0.338	0.736
	PP	0.167	0.081	0.189	2.065	0.042
	MO	0.717	0.164	0.350	4.367	0.000
	KO	0.596	0.126	0.414	4.733	0.000

a. Dependent Variable: PK

Table 4:- Multiple Regression Test Results

Based on the test output above, a regression equation can be made as follows:

Work Productivity = 1.141 + 0.167 Training Development + 0.717 Motivation + 0.596 Compensation + e

Constanta value (a) = 1.141 states that if Training Development, Motivation, and Compensation does not exist or is worth 0, then Work Productivity will be worth 1.141. Meanwhile, the beta coefficient value of each variable has a positive value which means that if there is an increase in the development, motivation, and compensation

training variables, it will have an impact on increasing work productivity.

➤ *Hypothesis Testing*

Hypothesis test t-test is used to determine whether the independent variable is significant or not to the dependent variable individually. The basis of decision making is based on significance values, if the significant value is smaller than the error rate of 5% (sig. < 0.05) then there is a significant effect between the independent variables on the dependent variable. The results of these tests can be summarized briefly in the following table.

No.	Variable	t _{statistic}	Sig.
1	Training Development	2.065	.042
2	Motivation	4.367	.000
3	Compensation	4.733	.000

Table 5:- Partial Hypothesis Test Results (t Test)

Based on Table 5 the results of the regression training development variables on work productivity produce a t_{count} of 2.065 > t_{table} 1.986 with a significant value (sig.) of 0.042 < 0.05. Thus Ho₁ was rejected in this study, and Ha₁ was accepted. It can be concluded that the training development variable has a significant effect on Work Productivity at PT. IndoJapan Steel Center. The regression results of Motivation variables on Work Productivity produce a t_{count} of 4.367 > t_{table} 1.986 with a significant value (sig.) of 0.000

< 0.05. Thus Ho₂ was rejected in this study, and Ha₂ was accepted. It can be concluded that the Motivation variable has a significant effect on work productivity at PT. IndoJapan Steel Center. The results of the regression of compensation variables on work productivity produce a t_{count} of 4.733 > t_{table} 1.986 with a significant value (sig.) of 0.000 < 0.05. Thus Ho₃ was rejected in this study, and Ha₃ was accepted. It can be concluded that compensation has a

significant effect on work productivity at PT. IndoJapan Steel Center.

Simultaneous test results or F Tests are used to test whether all the independent variables together. The basis of

decision making is based on significance values, if the calculated F value is greater than F table and is significantly smaller than the 5% error rate (sig. < 0.05) then there is a significant simultaneous influence between all independent variables on dependent variable.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3106.111	3	1035.370	72.622	0.000 ^b
	Residual	1240.351	87	14.257		
	Total	4346.462	90			

a. Dependent Variable: PK
b. Predictors: (Constant), KO, MO, PP

Table 6:- Results of the Simultaneous Hypothesis (Test F)

Based on the table above, the results of the simultaneous Hypothesis test with the F test produce a calculated F value of 72.622 and a significant 0.000. Significant value obtained is less than 0.05. Thus Ho₄ was rejected in this study, and Ha₄ was accepted. These results indicate that Training Development, Motivation, and Compensation together have a significant effect on Work Productivity at PT. IndoJapan Steel Center.

Furthermore, the results of testing the coefficient of determination are carried out to determine the magnitude of the effect simultaneously between the independent variables on the dependent variable, this is indicated by the magnitude of the coefficient of determination (R²). The results of testing the coefficient of determination in this study can be seen in Table 7 below.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.845 ^a	0.715	0.705	3.77583

a. Predictors: (Constant), KO, MO, PP

Table 7:- Results of the Determination Coefficient

The test results of the coefficient of determination obtained the Adjusted R-Square value of 0.705 or 70.5%. This number has the intention that the magnitude of the contribution of the variables of Training Development, Motivation, and Compensation on Work Productivity in combination is 70.5% while the remaining 29.5% is influenced by other factors outside of this research variable.

➤ *Interdimensional Correlation Test*

The correlation test in this study aims to determine the relationship of variable dimensions of Training Development, Motivation, and Compensation with Work Productivity variables. To interpret the level of relationship between the dimensions of independent variables with the dependent variable, as follows:

Dimensions	Indicator	Job Quality	Job Quantity	Timeliness	Spirit of work	Working discipline
Training Development (X₁)	Instructor	0.604	0.545	0.546	0.556	0.439
	Participant	0.472	0.595	0.536	0.460	0.571
	Training material	0.232	0.348	0.329	0.185	0.244
	Training method	0.295	0.459	0.458	0.471	0.442
	Training facilities	0.464	0.430	0.437	0.504	0.442
Motivation (X₂)	Behavior direction	0.564	0.609	0.586	0.556	0.597
	Working level	0.522	0.480	0.494	0.466	0.363
	Level of persistence	0.375	0.501	0.473	0.524	0.559
Compensation (X₃)	Direct Compensation	0.539	0.682	0.629	0.572	0.465
	Indirect Compensation	0.624	0.709	0.695	0.582	0.570

Table 8:- Interdimensional Correlation Test Results

It can be seen that the results of the correlation test between dimensions produce the highest correlation value of 0.709, which is found in the relationship between the dimensions of Indirect Compensation and Job Quantity. This means that the relationship between the dimensions of Indirect Compensation and Job Quantity is at a very strong level of relationship. Meanwhile, the lowest correlation

value of 0.185 is in the relationship of Training Material with Work Spirit. This means that the relationship between the dimensions of the Training Material with Work Spirit is at a low level of relationship.

V. DISCUSSION OF RESEARCH RESULTS

The testing of the hypothesis presented in this study shows that all hypotheses tested using multiple regression analysis methods, show that all hypotheses are accepted. Here is a discussion for each of these hypotheses.

➤ *Effect of Training Development on Work Productivity*

Based on the results of the first hypothesis testing it was proven that Training Development had a significant effect on work productivity. The results of this study indicate that the more often the training is given to employees it will be able to contribute to the high work productivity of employees. The results of this study support previous research conducted by Karima, Idayanti, and Umar (2017) that training has a positive and significant influence on Work Productivity. With the training of employees, the technical skills, human skills, and managerial skills of employees will be better so that they can improve the quality and quantity of production which is getting better and ultimately the work productivity of employees will increase. In line with the results of the research conducted by Kusumaningrum (2012) which states that HR training has a positive and quite strong relationship with work productivity.

➤ *Effect of Motivation on Work Productivity*

The results of testing the second hypothesis indicate that motivation has a significant effect on work productivity. These results indicate that the greater the motivation the company gives to employees, the employee's work productivity will increase. In line with previous research conducted by Irtanto *et al.* (2013) that motivation has a positive and significant effect on work productivity. Motivation basically has different levels. The desire for something will foster motivation, and motivation that has grown is an encouragement for employees to try to achieve the goal of fulfilling their desires. Employees will increase their work productivity if they are motivated and confident that their goals will be achieved. So that the neglect of work productivity of an employee in a company is influenced by the existence of high motivation and right on target with conditions that are very decisive for the company.

➤ *Effect of Compensation on Work Productivity*

The results of the third hypothesis prove that compensation has a significant effect on work productivity. The results of this study indicate that the greater the compensation given, the higher the level of work productivity of employees. This result supports previous research conducted by Saprudin (2018) that compensation has a significant effect on employee work productivity. Giving compensation in a company is one of the supporting factors in the company's efforts to motivate its employees in increasing their work productivity. The provision of compensation carried out fairly and appropriately by the company to employees is able to provide motivation to employees to increase work productivity of employees and in the end an increase in work productivity of employees will indicate an increase in company productivity.

➤ *Effect of Simultaneous Training Development, Motivation, and Compensation on Work Productivity*

Based on the results of simultaneous hypothesis testing, training in development, motivation, and compensation jointly influences work productivity. Training Development, motivation, and compensation variables together provide an influence of 87.9% on work productivity. This shows that if the Training Development, motivation, and compensation provided by the company are getting higher, the work productivity of employees will also increase. This result is in line with previous research conducted by Putra and Suana (2018) which shows that there is a positive and significant influence between training and compensation on employee productivity. This result is also supported by the results of research conducted by Upusapporiah and Mattalatta (2017) which show that training, compensation and motivation both partially and simultaneously have a positive and significant effect on employee work productivity.

VI. CONCLUSIONS AND RECOMMENDATIONS

The conclusion of the results of this study are:

- Training Development has a significant effect on Work Productivity at PT. Indojapan Steel Center. The results of this study indicate that the more often the training is given to employees it will be able to contribute to the high work productivity of employees.
- Motivation has a significant effect on Work Productivity at PT. Indojapan Steel Center. These results indicate that the greater the motivation the company gives to employees, the employee's work productivity will increase.
- Work Productivity at PT. Indojapan Steel Center. These results indicate that the provision of compensation carried out fairly and appropriately by the company to employees is able to provide motivation to employees to improve work productivity of employees and indicate an increase in company productivity.
- Training Development, Motivation, and Compensation together have a significant effect on Work Productivity at PT. Indojapan Steel Center.

The right advice is put forward by researchers, namely:

- The next researcher can add other variables that can affect employee work productivity, because in this study 12.1% of work productivity variables are influenced by other variables outside the research model. Thus further research can add independent variables such as work discipline, years of service, work facilities and others that can affect work productivity.
- The next researcher can use different research objects because this research is only done at PT. Indojapan Steel Center.
- Research samples are recommended to use more samples so that the results obtained are more accurate.

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